Sales January Cents

Sales January Cents

January C

Hitler-Hirohito Can't Match This!

A world traveler remarked the other day that both the Germans and the Japs consider in their plans a possibility of defeat—but that neither the British nor the Americans can visualize defeat. Perhaps one of the reasons why we feel so sure of ultimate victory is the knowledge of our mechanical superiority.

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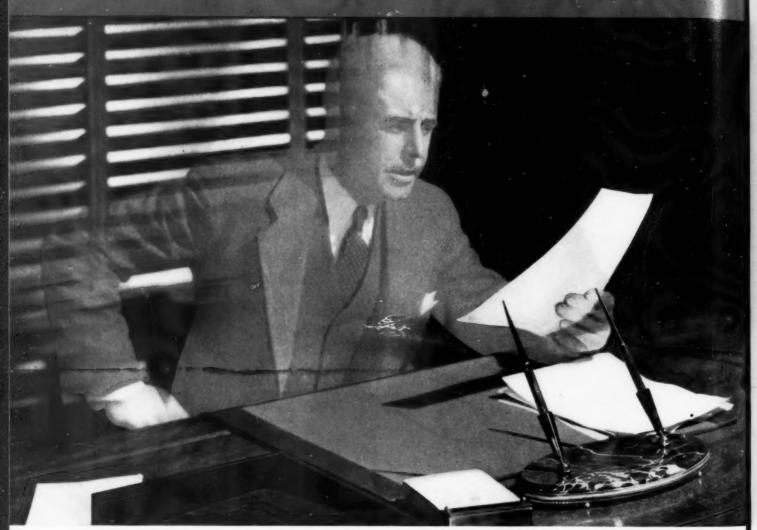
Here is a picture—up to March, and it's even better now—of our speeded-up production of machinery once we became aware of our danger: Production of All Machinery (1935-1939 Average 100)

January, 1939												88
September, 1939	V	V	C	ır	I	36	eg	i	n	S)	105
June, 1940 (Dunk	ir	k)									129
October, 1940												
January, 1941												
July, 1941												
December, 1941												
(Pearl Harbor)												246
March 1942												270

Source: Federal Reserve Board, quoted by OPA 5/2/42

MAGAZINE OF MODERN MARKETING

Are You Getting "GHOST" Coverage In Your Wartime Advertising?



Nothing you could do today is more important than to see that your advertising reaches the plant operating executives who vitally need the facts about your products to win America's battle of production.

But, media to do your job must meet new wartime conditions. With new plants springing up overnight; many established industries expanding; others closing for lack of materials... transfers and promotions among key executives are occurring every day.

Magazines with traditional circulation methods simply can't keep circulation lists abreast of these changes. They'll include "ghost" coverage . . . wasted coverage to men who have "moved on".

Circulation with a "Ghost Eliminator"

In MILL & FACTORY, you get complete coverage that is always up-to-date! Because its circulation is both paid and controlled, wasted coverage is eliminated, incoming executives are added every month!

For, men who pay for all subscriptions to MILL & FAC-TORY are leading industrial distributors in every industrial trading area in the country. Their 1200 salesmen build at maintain the circulation among their own customers are engineering, production and purchasing executives who they see every week. Every personnel change, every personnel, is immediately discovered and promptly reports

Direct, Complete Contact

Place your advertising in MILL & FACTORY, where reaches the right man on the right job every issue! Advetise in MILL & FACTORY and you'll get complete coverage of the 28,000 men who administer the Nation's industrial buying power! Conover-Mast Corporation, 205 Ea 42nd St., New York City; 333 North Michigan Ave., Chicag Leader Building, Cleveland.

MILL FACTORY





Dunking Doughboys

Since World War I, doughnuts and soldiers have had a natural affinity for each other. Never one to swim against the tide, Doughnut Corp. of America (manufacturer of doughnut-making machines and a doughnut flour mix) has missed no opportunity to make participants 'n World War II highly doughnut-conscious.

Carrying out a program that was launched before the war began, the company has been fostering the conducting of dunking contests. They are now being held in camps and canteens, more than a hundred such events to date—and that means soldiers, sailors and marines by the thousands have become "members" of the National Dunking Association.

To inspire the staging of a dunking party, the first step is sending to a training camp or USO canteen, a copy of a booklet that tells "How to Form a Chapter of The National Dunking Assn." and "How to Run a Dunking Contest." The USO units pass out free doughnuts in any event, so there's little, if any, added expense in holding a doughnut party, and it provides plenty of fun for the boys. The PX restaurants which normally charge for food and refreshment furnish free doughnuts when they hold dunking contests, which result in publicity and good will.

Following instructions in the booklet, rules for the contest are simple and flexible, and the company doesn't really care whether they are observed or not, the main idea being to promote fun with doughnuts. New military dunks are illustrated in the pamphlet, such as "Thumbs Up" and "Victory," which are easy to visualize; and two "not quite ethical" ones, the "Jap Navy Dunk," that entails sinking the doughnut, and a "Nazi Thumbs Down." Sometimes prizes are offered, one of the most popular being a free telephone call to the home folks.

Each contestant receives an amusing booklet, "Confidential Dunking Instructions," and a businesslike membership card certifying



A bunch of the boys at Camp Wheeler, Ga., rehearse before a dunk-dive. Not as thrilling as dive-bombing, it's more fun.

that the holder is a life member of the National Dunking Association. Sometimes there are elimination tournaments, with preliminaries and finals and the selection of champions, a Dunking King for the entire camp, and perhaps even a Dunking Queen.

In a competition held last March at the USO Hut at Buzzard's Bay, there were three elimination rounds, the final one—dunking doughnuts, Hallowe'en apple-ducking fashion, while blindfolded and with hands behind the back—resulted in the selection of Miss Ellen Pierce as Doughnut Queen. The runner-up was Private Clement Moll, a "wreck," according to newspaper accounts, but possessor of the title of Dunking King of North America. (Factors in winning were technique, speed, and non-dripping. Since the winners were acknowledged to be badly bespattered, the losers must have been in sorry shape.)

There's a good market for doughnut machines in army kitchens and PX restaurants, and Doughnut Corp. is diligently cultivating it. The firm is right up-to-the-minute in health appeal, too, and has recently developed a doughnut mix with enriched, vitaminized flour.

Where to Buy Anything

Telephone and mail inquiries received by the New York Buyers' Service of Reuben H. Donnelley Corp. (classified telephone book distributor) are different from those of a year ago. People want to buy blackout and other civilian defense equipment, air warden uniforms, horses and buggies (and buggy tires), bees and beekeeping supplies, burlap bags and a lot of other merchandise reflecting wartime needs. Office workers want to know the names of doctors near-by "just in case." There's more interest in repair services than at any time in the past.

Newspapers recently published a picture of President Roosevelt with a pincushion representing Hitler. Within 24-hours the Buyers' Service was getting calls from people who wanted to buy the pincushion. They were referred to the maker, a firm specializing in advertising novelties. There was a recent request for a source of 50,000 colored prints of Roosevelt, MacArthur and Churchill. Calls about bicycles—where to buy or rent them—come in at a great rate. You might think anyone could find the proper listings in the classified directory, but a lot of people think bicycle should begin with "by."

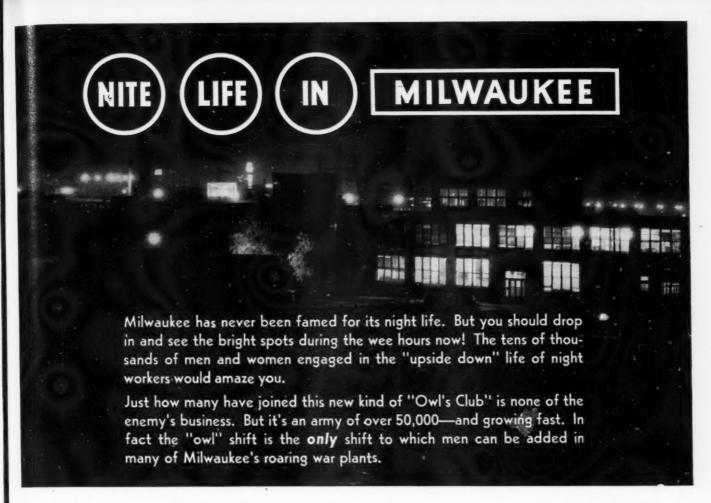
Another reflection of the changing buying habits of the nation is the new listings in the Manhattan Classified Directory, commonly called the "Red Book." The latest edition has 24 listings under the heading, "Air Raid Precaution Equipment & Supplies." Some of the firms are old-timers previously (and still) appearing under such headings as "Draperies & Curtains", "Pumps", "Paints", "Sand & Gravel", but the Donnelley people decided to group these wartime needs under a common title for the convenience of all concerned. Two other new headings are "Air Raid Precautions Consultants" and "Air Raid Shelters."

Camouflage specialists, mobile units and the organization known as "Parcels for the Forces" will have new headings in the next edition of the directory. Another change will be the substitution of honor rolls for bronze tablets, going back to a custom discarded long ago. Bronze is no longer available, so honor rolls are being made of glass, plastics and other materials, and this accounts for the new listing.

In recent years the trend has been toward unification and reduction of the number of listings, which has been ranging between 3,000 and 4,000, but in these unusual times it may grow. So says Joseph Enderle, head of the compilation department in the New York office of Donnelley.

The Buyers' Service consists of four girls and their chief, Miss Peggy Matthews, who has been in the department since it began in 1919. They answer mail and telephone inquiries from all over the country and (before the war) outside the country. They get some wacky requests: How to stop pigeons from perching on the window sill. . . . "What can I do—I'm blue and discouraged?"

Sales Management, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright July 15, 1942, by Sales Management, Inc., 34 North Crystal Street, East Strondsburg, Pa., with editorial and exceptive offices at 386 Fourth Avenue, New York, N. Y. Subscription price 34.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Strondsburg, Pa., under the act of March 3, 1879. June 15, 1942. Volume 51, No. 2.



EVEN now, a fellow has to be nimble of foot and good at blocking in order to grab "lebensraum" in streetcars and busses at midnight or at five in the morning. Industrial lines of the Transport Company have more than doubled their 11 p. m. to 2 a. m. passenger load in the last year. In booming, suburban West Allis, night transportation facilities were tripled to serve Allis-Chalmers, Kearney-Trecker, and workers in other huge war plants—despite the fact that automobiles still fill lots and streets from dawn to dawn, and work shifts are just being hired for the new \$10,000,000 supercharger plant there!

Elsewhere in the Milwaukee retail trade area, vital war production will soon start humming in \$100,000,000 worth of new plants constructed during the last four months.

Dollar estimates of war production are something for Hitler to guess, but include tanks, planes, howitzers, submarines, shells, powder, small arms ammunition, sub-chasers,

mine sweepers—the whole arsenal of materiel. And it's no secret that factory pay rolls doubled in two years, and now total more than \$25,000,000 monthly in the Milwaukee City Zone alone.

Here is selling opportunity with a capital O—not in the future, but NOW. In trade activity, as measured by "Dun's Review" and the Federal Reserve indices, Milwaukee rates 1-2-3 among the nation's 15 biggest markets—month after month. People here have plenty of money—and they are spending! Night workers or day workers, they still eat, drink, smoke, buy clothing, drugs, furniture, all kinds and all qualities of goods and services available.

And whether you sell the "new-rich" little

fellow with a lunch bucket, or the big guy who bosses the contracts, advertising in The Milwaukee Journal reaches 9 out of every 10 of your prospects.



THE MILWAUKEE JOURNAL

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Sales Management Magazine estimated Memphis' increase in retail sales for the 12 months ending February 28, 1942 led every other big city in the country, with an estimated 57 per cent increase!

Get your share of this \$86,900,000 increase ... increase, mind you ... by putting WMC on your schedule now.



WINC

Memphis, Tennessee 5.000 WATTS DAY - 1 000 WATTS NIGHT

NBC RED NETWORK

OWNED AND OPERATED BY

The Commercial Appeal
REPRESENTED NATIONALLY BY

THE BRANHAN CO.

Member of
South Central Quality Network
WMC—Memphis WJDX—Jackson, Miss.
KWKH-KTBS—Shreveport
WSMB—New Orleans KARK- :Little Rock

the cotton capital of the world! the industrial capital of the Mid-South!

(Miss Matthews recommended renting a bicycle and riding in Central Park.) . . . Where can a soldier rent a Winter uniform to be married in? (He didn't want to wear his Summer uniform.) A man once called to ask where he could buy a cat-and-nine-tails to whale the stuffing out of his son. Miss Matthews wouldn't tell him, but tried to induce him to use persuasion to reform the boy. Once a woman hummed a tune over the phone and asked that it be identified, but no one in the office recognized it.

The majority of requests are sensible, and the staff goes to great pains to furnish helpful answers. "We never take anything for granted," says Miss Matthews. "We would not refer anyone to a source unless it had been checked within six months. Sometimes we make a half-a-dozen or more calls before running down the requested information. Just now we have to ask many inquirers if they have priority ratings; there's no sense in finding out where they can buy a thing if they can't legally buy it."

War plants and branches of the armed forces are asking many questions now. There have been recent inquiries about sources for electric motors, bread-slicers, flypaper, patterns for Army and Navy uniforms, salve boxes of plastic or boxboard, the Bonderizing process for a stirrup pump, armbands for air-raid wardens, welding equipment, fine instrument screens, midget connectors, luminous paint for dials, curved surgical needles, warehouse for storing liquor, locks for gasoline tank caps (for salesmen). Someone called the other day about jiu jitsu but wanted a non-Japanese instructor. The Answer Man (on radio station WOR) sends questions in regularly.

You'd have a hard time stumping the Service with a serious question. It has a card file of 60,000 sources that would cover nearly any need the average person might have during his lifetime. Manufacturers who bring out new products and individuals or organizations offering new services often tell Miss Matthews about them. She is friendly with publishers of many trade papers and exchanges tips with them. The department is spending considerably more on postage and telephone calls than it did a year ago, which isn't surprising, considering the changes in buying habits imposed upon us by the war.

From Servitude to Service

Herman Mayer came to New York four or five years ago. He was one of the thousands of Germans forced to flee from the Hitler-dominated land. He had been a successful practising lawyer in Berlin.

Today Mr. Mayer has found a new profession for himself. He is a salesman and his chief ware is service. After his arrival in America, he tried many different ways of making a living for himself and his wife. He sold stockings, linens, cameras, but in each instance, shortages caught up with him.

About six months ago, he started on a new tack. He negotiated with several of the best established cleaning organizations in mid-town Manhattan, asking if they would pay a percentage on any customers or garments he brought in. Some said "yes," others "no." Of those replying "yes," he chose a high-priced cleaner, and a medium-priced cleaner.

Having "sold" the cleaning companies, he now proceeded to sell his customers. Mr. and Mrs. Mayer made approximately 50 to 75 calls a week in the beginning, concentrating primarily on working girls and bachelors. Doormen, superintendents, and neighbors were the best source for names.

The Mayers use two main selling points: Regularity and carefulness. First they pick up cleaning regularly once a week or as often as is wanted, on the same day at the same time. Second, they guarantee that all buttons, collars, seams and whatnots will be returned in good shape.

The service was designed primarily for people who work, but many housewives have also taken to the idea. The Mayers' list of customers has grown from five to almost 150.

The idea has worked out so successfully, that the Mayers have just completed a similiar arrangement with a shoemaker and two laundries.



... for war-born night owls

It's a topsy-turvy world, says Joe. Working the late shift, he answers an alarm clock reveille in mid-afternoon. Ends his working day when ordinary mortals are pounding the pillow. Never seems to catch up with what's happening in this old world.

It was for Joe and thousands of Cleveland war workers like him that WGAR created a very special radio show. Six times weekly, the *Night Shift* swings into action during the hour before midnight. It tells Joe who won the ball game and the big fight. Brings latest news flashes from distant war fronts. Obliges with everything from batting averages to the latest platters of listeners' favorite bands. It is just what the doctor ordered for

tired war workers...a combination of news and music, entertainment and relaxation.

Surprising how much our war-born night owls appreciate this service. They write their thanks. They phone to request special numbers. They responded to a souvenir offer with more than one thousand dimes. All of which leads us to believe that Night Shift, like other specially prepared WGAR programs, is helping to win the war . . . by making life fuller for Joe.

THE PRIENDLY STATION
Cleveland



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BASIC STATION...COLUMBIA BROADCASTING SYSTEM
G.A. Richards President John F. Patt Vice President and General Manager

Edward Petry & Company, Inc. National Representative

G. A. Richards, President...John F. Patt, Vice President and General Manager

JULY 15, 1942

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Sales Management

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Significant Trends

As seen by an editor of Sales Management for the fortnight ending July 15, 1942:

Rebirth of the Small Town

RURAL PLACES ARE GAINING as marketing centers—at the expense of cities. This trend has been predicted here as a natural one—the result of the twin factors of high agricultural purchasing power (14 billions this year) and restrictions on normal travel. Sales figures of the Department of Commerce now prove the trend. The only possible threats to the rebirth of the small town are the shortage of merchandise (suppliers preferring to serve nearby large markets) and the much debated ODT order requiring a 75% return load for trucks. The order, twice postponed as to its effective date, is due to be clarified—probably amended, down—today.

Department of Commerce figures show an over-all 5% loss in retail dollar sales volume for May but in 28 out of 34 states the sales trend in towns under 2,500 was better than or the same as the state average. Here are the per-

centage figures:

2

8

6

2

2

0

0

0

8

To:	tal . 1941	Towns under 2,500	Total 1942 vs. 1941	Towns under 2,500
U.S.A.	_ 5	+ 4	Mo. — 6	+ 7
Ala.	0	0	Mont. —13	-10
Ariz.	0	+ 7	Nebr. $+1$	+13
Ark.	+ 8	+22	Nev. + 7	+ 1
Calif.	+ 5	0	N.HVt. + 4	+ 5
Colo.	_ 3	+ 3	N. M. 0	+11
Conn.	- 9	- 9	Ohio —11	+ 3
Fla.	-12	+18	Okla. —13	+ 5
Ga.	-14	+10	Ore. 0	+ 3
Ida.	— 8	_ 9	Pa. —8	+ 2
III.	- 6	+ 1	R. I. + 1	_ 1
Ind.	_ 5	+ 3	S. C. —9	— 2
Iowa	-10	+ 5	Tex. 0	+ 3
Kans.	_ 2	+ 1	Utah + 8	+16
Me.	- 1	- 4	Wash. +10	+16
Mass.	0	0	Wis 7	_ 2
Mich.	- 7	+ 2	Wyo17	17
		0 = change		

More Civilian Goods Coming!

WASHINGTON OBSERVERS AGREE that some good news is forthcoming for those who manufacture and sell civilian goods. Of course, no sane man will get the idea that we are going back to anything like business as usual, but there are two things which call for a relaxation of the stringent rules about civilian goods. One is that the experience of all the countries at war indicates that no country can devote more than 60% of its national income in any year for purposes of war. The other 40% must go to civilian goods for reasons of health and morale. The other reason why more civilian goods are in the making is that our stepping up of war production has been so tremendous that transportation is the real bottleneck—and at least until that problem is licked Mr. and Mrs. Public can get some additional attention.

A few months ago it looked as though civilians would get no more woolen clothing because our wool crop is only large enough to supply the armed forces. Australia was going to be cut off. But the ships returning from Australia have been able to carry a tremendous amount of wool. A returning war correspondent, a friend of the writer's, came back the other day on a big ship which was loaded to capacity with Australian wool. Perhaps the coffee which we weren't going to be able to get may come through just as wool is coming. Fears of any early major shortages in

commodities are subsiding in Washington. The only real certainty of squeezes comes in tea and spices but even here there is enough to get through this year and the first quarter of 1943. Nobody can foretell accurately what will be rationed because nobody knows. Just as returning ships brought wool from Australia, so they brought sugar from Hawaii. We aren't predicting that there is going to be a great flood of unexpected civilian goods, and next year there undoubtedly will be fewer goods than civilians can buy in the stores now—but there's likely to be a whale of a lot more than they would have been able to get next year if the present curtailment of civilian goods production were to be continued. The effect of the relaxation will be felt at the manufacturing end about three months from now and at the consumer end next Spring and Summer.

at the consumer end next Spring and Summer.

Much civilian production will be concentrated in a few plants which will be assigned the job of producing all of the new additional things which the government will allow. OPA thinks that a big help, not only in production but in administration of price ceilings would be standardizing of manufactured goods under the theory that "uniform products lead to uniform prices." The possible action would limit types and styles, outlaw oddities, preserve quality. Work clothing, shoes and food are supposed to head the

list of standardized products.

If this plan should go through, salesmanship may come back into its own with no exclusive product differences to talk about, more stress will fall on service, quick deliveries, friendships and general good will.

Advertising Down Under

FACED WITH AN INVASION OF HOSTILE TROOPS Australians still believe that advertising should not diminish. An article published by Commercial Broadcasting, Sydney, Australia, develops freshly the old thesis that if a name is worth anything it is worth keeping.

Over 250 men applied for the jobs which New Orleans' Hotel Roosevelt advertised on June 25th. The twenty most likely looking prospects began operating on the 27th. The Roosevelt lost its male operators to the Army and to war industries; since Pearl Harbor it had girl operators but they are now being schooled to become waitresses, Many grandfathers will have good jobs for the duration—here and elsewhere.

WANTED!

20 Men

To Operate Passenger Elevators

Each elevator equipped with seat for operator. No one <u>under 65 years</u> of age need apply.

Apply in person, Fountain Lounge, Roosevelt Hotel Lobby, 9:30 A. M., Thursday, June 25th.

THE ROOSEVELT



The publishers of Family Circle Magazine believe that War Bonds must be sold to America in just the same way as any commodity. So they have gone to leading advertising agencies and asked them to model War Bond advertisements around such products as refrigerators, automobiles, electric ranges, kitchen equipment, vacuum cleaners and many appliances, with the idea that savings put now into Bonds can be turned into these wanted products when peace comes. This, the first of the series, was prepared by Lord & Thomas. The ads will appear in all editions of Family Circle.

It is obvious, the author points out, that if, during the time a sellers' market is operating, a firm allows its customers to forget it or make new connections during the emergency—if it fails to keep the machinery of its normal outlets oiled and in good working order—if it fails to lay the groundwork for the new competition, which will undoubtedly be keener—if it allows these things to happen, then it is obvious that the onset of a buyers' market will put that firm in a disastrous position from which it may find it impossible to extricate itself.

Business managers and executives who realize that the need for maintaining favorable customer relationship is fundamental will take steps to strengthen them now—so

that they may withstand the stresses.

These business managers will make certain that their customers are fully informed of their intentions, policies, and procedures, and of the uncontrollable circumstances that restrict or delay the delivery of goods. They will confide in their customers—frankly, fully, and frequently—and, meanwhile, remind them of the merits and possibilities of the products that are temporarily unavailable.

Advertising insures your trade name, good will, and product against the time when normal business conditions

return.

Advertising keeps your name and product before a large number of people, while the present oversold market is due to large orders from a small number of customers.

The fame of the biggest name is fleeting. The public's memory is short—and you will need the public when conditions change. Again we come to the fact that it costs more to reinstate a product in the public mind than it does to keep it there.

Advertising can hold the good will that is so easily lost if the public is not informed of the true position. Advertising is insurance at lowest premium. Advertising is not only a profitable investment, but is also a legitimate ex-

pense, deductible from profit and reducing taxation accordingly.

Significant Shorts

Best Advice of the Week: The Research Institute of America says in a current bulletin that no one will search you out to find out what you need. Learn, whatever your attitude about government, to use it and its facilities. Whenever a new federal agency is set up with a regional office in your neighborhood, find out what its function is and how it can be of benefit to you. Your contact with government agencies is inevitable in any event. Make it early. Time is the valuable factor in business adjustment today. Remember that it's first come, doubly served!

Advertising Allowances: Last week we saw a list of more than a dozen food manufacturers who have stopped the granting of advertising allowances. Others are cutting down. Under the price ceiling act advertising allowances must be continued if they are handled as a discount and appear as such on invoices. They may be discontinued, subject to the terms of the individual contract, if they are separate contractual agreements. Two main reasons are given for eliminating advertising allowances—shortages, and a tendency of so many retailers to take nationally-known brands off their shelves, loading them with private brands they can buy at cheaper prices.

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Price Ceiling Practices: The OPA is expected to crack down on the sellers who are pushing all prices up toward the highest price charged during March, paying no attention to March discounts. Chain stores and others who previously enjoyed large discounts complain that goods are being diverted to smaller outlets who can be made to pay higher prices. This latter practice may bring forth some kind of allocation, requiring distribution to approximate that during March. . . Experts from the Department of Commerce have been called in by Henderson to get an educational program going which would tell business men how to eliminate duplication of sales efforts, overlapping markets, unnecessary transportation and competition involving goodwill and prestige. Watch this latter point carefully. If carried out it would affect seriously the values of many established trade marks. But we predict that it is only talk which will lead nowhere. Does anyone seriously think that Tiffany's strongest points of competition will not continue to be prestige and good will?

Cotton Stockings for the WAAC's: Members of the Women's Army Auxiliary Corps may feel that they will lose some of their glamour but they can't do anything about it. The War Department has awarded to Rollins Hosiery Mills, Inc., the award for the manufacture of WAAC's stockings made of American cotton yarn. It's a trend only in the sense that each new government division represents new sources of revenue for many companies.

"Usual" Advertising Expenditures Okay: Business and industry converted to war production has been given the green light to proceed with institutional and good will advertising calculated to protect trade names and reputations in consumer fields. WPB urged this months back. Now the Treasury has added its official okay by ruling that expenditures for such advertising will be deductible from taxable income if not out of proportion to pre-war advertising budgets. This allays the fears that national advertising might go into a real tailspin with the shortages in consumer goods.

PHILIP SALISBURY.









Rathvon

Depinet

Quinn

Yerxa

N. Peter Rathvon is elected president of Radio-Keith-Orpheum Corp., New York. From 1939 to the present time he was director and chairman of the executive committee, and in 1941 served as vice-president. For many years he was associated with Atlas Corp. Before that he was counsel for mining and other interests in China, Russia, Europe and the Near and Far East.

Ned E. Depiner is elected president of RKO Radio Pictures, Inc., the production and distributing subsidiary of RKO, and vice-president of R-K-O Corp. Thirty-five of his 52 years have been spent in the motion picture industry.

E. J. Quinn is appointed vice-president of Commander-Larabee Milling Co., Minneapolis, and director of sales of both the Commander and Larabee divisions. He has been in the milling industry for the past 25 years; with Washburn Crosby for a number of years. From 1936 to 1940 he operated E. J. Quinn Brokerage Co., joining the Commander-Larabee organization in 1940.

D. K. Yerxa leaves Pillsbury Flour Mills Co., Minneapolis, to become vice-president and general sales manager of Commander Milling. He has acted as executive vice-president of the Pillsbury organization for the past five years.

NEWS REEL







Canniff

Lipscomb

Tonkon

Conway Studios Eastman

R. J. Canniff, sales promotion manager of Servel, Inc., Evansville, Ind., since 1939, is now also advertising manager. Previously he was with Ruud Mfg. Co., Pittsburgh Water Heater Co., Standard Gas Equipment Corp.

CHARLES T. LIPSCOMB, JR., is elected vice-president of Mc-Kesson & Robbins, Inc., New York. In 1929 he joined Vick Chemical and rose to sales manager for the Southern area; in 1939 he became special representative for Coca-Cola Co., which post he now leaves. HARRY M. TONKON is appointed national sales promotion manager of Seagram-Distillers Corp., New York. He has been with the company since 1938 acting as executive assistant to the sales manager, Victor A. Fischel.

LUCIUS R. EASTMAN, JR., has been elected vice-president of Hills Brothers Co., New York importers and packers of Dromedary foods. Joining the company in 1934, he has worked in several departments. Latterly he has been assistant treasurer and office manager and officer of four subsidiaries.

Advertising as a form of insurance for Chevrolet and as a prime contribution to dealcontribution to deal-er stability in war-time is discussed by (l. to r.) K. M. Chase; T. H. Keating, asst. g.s.m.'s; Mr. Hol-ler; E. A. Nimnicht, asst. g.s.m.; R. H. Crooker, v.-p. of Campbell-Ewald ad agency.



How Chevrolet Is Helping Dealers Win the Battle for Survival

Monthly service sales for Chevrolet dealers for 1942 are running 43.5% over 1941. And service is currently paying 96.9% of the fixed expenses of dealers as compared with 61.5% for last year. This amazing record is being chalked up because headquarters saw the storm coming—and prepared for it.

Based on an interview by D. G. Baird with

W. E. HOLLER

General Sales Manager, Chevrolet Motor Div., General Motors Sales Corp.,

T a time when the paralyzing effects of priorities, restrictions, regulations, and freezings have caused most of the automobile manufacturers, and innumerable others in "non-essential" industries, to relax their selling efforts, more than 8,000 Chevrolet dealers, under the leader-ship of William E. Holler, general sales manager, are waging a terrific battle for survival-and winning it!

The program planned and prosecuted by Mr. Holler was introduced in April, 1941. Chevrolet dealers, therefore, were as well prepared as anyone could be when war broke, late in that year. Since then, each new phase of the emergency has been met promptly by a counter-stroke of such brilliant strategy as to cause many to suspect that Mr. Holler must have known in advance what was coming.

These major activities may be outlined under the headings:

- 1. Retraining of entire sales organization for emergency
- 2. Introduction of monthly management conferences

- 3. Promotion of an extensive and intensive service campaign
- 4. Organization of a business information service for dealers
- 5. Establishment of a merchandising service for dealers
- 6. Promotion of sales contests 7. Continuation of advertising.
- How he began, as early as May,

1941, to retrain the entire Chevrolet sales and service organization to meet the anticipated emergency, was outlined in the November 1, 1941, issue of SM. Suffice it to say now that 14 schools were conducted between May 1 and October 15, which were attended by 732 Chevrolet field representatives and executives, including city, zone, and regional managers and their assistants. Subjects revised and reviewed to meet the changed conditions were business management, accounting, truck merchandising, service management and merchandising, and others. Emphasis throughout was on insuring financial stability of dealers by reducing costs and by concentrating selling efforts on the most promising lines.

Under Mr. Holler's direction, these field men relayed to the dealers the benefits of their specialized training. There were specialists in business management, service merchandising, truck sales, and others available to all dealers who needed such assistance. Dealers were urged to streamline their organizations immediately to weather the approaching storm.

Long before that storm actually broke—in the form of curtailed production, installment restrictions, suspension of production, freezing of existing stocks, and finally, rationing
—Mr. Holler realized the need of even closer connections with the field and of unified action on the part of home office management and dealers. In April, 1941, he inaugurated "Monthly Management Conferences." Regional managers convene with the

central office staff at Detroit each month, bringing to headquarters reports fresh from the front and conveying to dealers the latest news and plans from GHQ. Nor was personal contact with the

men in the field abandoned. Both Mr. Holler and his assistant general sales managers have continued to "travel the territory" at a time when other manufacturers have completely discontinued such work as being unjustified by conditions. Mr. Holler made a trip to the West Coast as late

as June-July, 1942.

As conditions rapidly grew worse during the second half of 1941, "Service to Survive" became the major theme of Chevrolet promotional activities. The entire organization already had been given special training along this line; now, new promotional plans were released, an expense-fore-



Through such vigorous efforts as this Chevrolet dealers are kept from slipping into hopeless doldrums. They still have much to sell, the company reminds them.

cast and rebudgeting aid was provided, and a service advertising campaign was launched nationally. A service sales manual comprising about everything any dealer could possibly require, indexed for ready reference, has since been provided.

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As a result, service sales for an average month of 1942 showed an increase of 43.5% over the average 1941 month. At the same time, service paid 96.9% of the Chevrolet dealers' fixed expenses in 1942, as compared with 61.5% in the preceding year.

Meanwhile, owing to the specialized training and assistance which they had been given previously, Chevrolet dealers in April, 1942, reduced their fixed expenses 36.9% below an average month of 1941, despite the fact that they were saddled with a \$600,000 monthly cash outlay for storage and maintenance of cars and trucks which they had on hand and were not permitted to sell.

Stymied Dealers Aided

With 171,000 cars and trucks worth \$140,000,000, tied up to be released in driblets, dealers were uncertain of what new developments were to be expected, when and under what conditions they might release even those "driblets," and with competitive conditions growing progressively worse, dealers were in a quandary, to put it

mildly. Their very existence was threatened, their life-time savings in jeopardy. Some manufacturers were covertly advising dealers to "get out while and how you can," or let the finance companies take the rap.

To meet this situation, Mr. Holler organized a "National Priority Sales and Stock Release Plan" as a comprehensive, timely, and authentic information service for dealers. A central office staff was assigned the task of keeping abreast of latest Washington moves in the car rationing field, with assigned specialists out in the field to filter their carefully collected information direct to dealers. Assistant regional managers were placed in charge of assistant zone managers to supervise and coordinate the work they were doing for the dealers' benefit. Zone truck managers and car distributors, city managers, and others assumed responsibility for soliciting fragments from each of the approved eligible departments, both military and non-military, as well as from each and every group of essential civilians.

"As a result of all this," Mr. Holler says, "Chevrolet dealers not only are the best informed in the industry, but they are also in best position to sell whatever there is to sell."

Chevrolet's percentage of the sales of the entire industry so far in 1942 shows an increase of 39.6%, as compared with the same period of 1941.

But there have been few new cars and trucks to sell. Mr. Holler realized that his dealers would have to find other sources of revenue if they were to continue in business. On January 16, 1942, therefore, he organized a "National Merchandising Service and Procurement Department" devoted solely to searching for suitable types of merchandise to be taken on and distributed by Chevrolet dealers at a profit to themselves and a benefit to their communities. Nine men were assigned to scour the country for such lines and to pass propositions on to dealers through the central office organization.

To date, 3,963 of the approximately 8,000 Chevrolet dealers have added various kinds of merchandise sidelines to their war-stricken automobile business. A large percentage of these took on a variety line provided by a big rubber manufacturer. A considerable number have secured franchises to distribute household lighting equipment.

Complementary Lines Added

Others have taken on the whole-sale distribution of gas and oil. A large group is retailing motorcycles and bicycles. Others are handling such lines as farm equipment and machinery, household appliances, and sales and service of civilian airplanes, and several are manufacturing war items. More than 100 of them have leased part of their space to others. Many others are renting out cars and trucks, which they never did before. Some dealers in rural territories are selling farm feeds.

He determined also to cheer his dealers up by means of a sales contest as soon as restrictions on sales of new cars and trucks were relaxed. Conditions were bad enough, but not quite as bad as some dealers thought, because they hadn't canvassed their prospects to see how many of them might be eligible to buy new cars or

The "Victory Sales Campaign" which was conducted during the period of March 15-May 15 therefore included new cars and trucks, as well as used ones, accessories, service, and collections. For purposes of the contest, the country was divided into sections and comparable forces were pitted against one another. Quotas were established and rewards were in the form of War Savings Bonds. The contest was supported by a substantial advertising campaign, plan books, lit-

This campaign played no small part in the 39% increase in industry sales,

erature, window

pieces, and other aids.

posters, mailing

mentioned before. It was so successful, in fact, that another campaign was promoted in June, with each region staging its own promotion in its own way. Quotas and prizes were used, as before.

"Other campaigns will follow," Mr. Holler explained, adding: "We'll continue to sell just as long as we

have anything to sell."

Advertising has not been neglected, nor is it likely to be. Chevrolet has maintained a consistent campaign of newspaper advertising and this will be continued. With the, "V Stands for Volume Too!" ad that broke in Time on June 29, Chevrolet has launched an extensive campaign in national and farm magazines. Included in this list are such media as Saturday Evening Post, Life, Collier's,

Look, Time, Newsweek, Good House-keeping, Liberty, The American Weekly, Country Gentleman, Capper's Farmer, Poultry Tribune, American Poultry Journal, Farm Journal, American Fruit Grower.

"Chevrolet's consistent advertising program has contributed so much to our first place leadership during ten out of the past 11 years," Mr. Holler says, "that the continuance of an effective advertising program is not only desirable but imperative. Familiar trade names must be kept alive for the future, both for the benefit of those companies and for the retailers they serve."

The campaign is designed to keep the product name in the forefront and to delineate Chevrolet's role as a major producer of armaments.

A series of "chuck wagon suppers" for punchers and their girls started the Roundup off with a whoop from Chicago to the West Coast,

Roundup Contest Breaks Records for Consolidated Freightways

One of America's largest motor freight outfits turned cowboy for three months to overcome a seasonal slump. Volume increases for those months were 37, 23 and 21%. Rules which enabled every man to qualify brought in herds of "Prize Beef."

OR three months, 300 salesmen of Consolidated Freightways, one of America's largest motor freight transport organizations, turned cowboys in the most sustained new business contest the company has held since it was organized in 1929.

Here are the results of the Freightways Roundup—the job of turning a Winter sales slump period into a revenue winner:

December—37.1% sales increase

over previous December
January—23.8% sales increase
over previous January
February—21.0% sales increase
over previous February

"We have sales contests every year," states Leland James, Consolidated Freightways president. "But by all odds, this was the most successful drive in our experience."

The drive extended over a 90-day

period when business was suffering the first shocks of war. Planned in peacetime Summer and Fall of 1941, the Roundup had run but one of its 13 weeks when the U. S. went to war.

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After exploring many ideas for a Winter sales contest, general freight agent Ray Doherty argued in favor of a Roundup because Consolidated Freightways is a western company with home offices in Portland, Ore.; and for the very good reason that the romance of the open range lent itself admirably to novel promotion

Considerable research was done on roundups, and libraries checked for source material to make the contest authentic. It was realized that sustaining interest in a three-month drive was difficult, hence preliminary plan-

ning was complete.

The formula of a roundup was followed faithfully. President, vice-president and general freight agent were "Roundup Bosses." Each of Consolidated Freightways' nine divisions became ranches, with division superintendents as "Ranch Foremen." Approximately 300 agents, freight agents and driver-salesmen were "Cowboys." Territory covered by the Roundup extended through ten states from the Pacific Coast to Chicago, covering 69 company stations along the 12,000 miles served by company trucks.

Go Western, and Win

Consolidated Freightways became the Circle F Ranch. Official Roundup slogan was the familiar cry of the early West, "Ride 'em, Cowboy!" A special trade-mark featuring a Texas longhorn steer was used on all promotion and on regular company mailings. Every participant, from the Roundup Bosses to the greenest cowboy, was given a western nickname.

A Ranch Bulletin told salesmen: "The purpose of the Roundup:

1. To offset the usual 'Winter Slump' by extra sales effort, 2. To round up the 'Prize Beef.' To get more of the better business available as well as all freight that helps to build up the load factor on runs that are not operating to capacity, and 3. To promote the idea that selling Freightways is FUN."

To qualify, within two weeks, salesmen had to send in a definite number of routings on new business, or leads that would result in new shippers. These conditions were made easy to meet so that the greatest number of

salesmen would qualify.

Prize points were awarded on the basis of quota attainment. Dual monthly quotas were assigned to agents and freight agents; one for regular business and one for premium business. Driver-salesmen who qualified

as cowboys shared in the "jackpot" at their station. This jackpot increased as the station exceeded its quotas. At Roundup's end, the jackpot was divided equally among driver-salesmen.

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Bob Haverty, world's steer roping champion, took time out of a real roundup to be photographed for Freightways.

Prize points meant a merchandise catalog, one of which was given to every contestant. This catalog was individualized with special cover, foreword, rules and regulations. With the advent of war, salesmen were encouraged to take their winnings in War Bonds rather than in merchandise.

Much of the Roundup's success was owing to the thorough promotion groundwork. Although it did not start until December 1, planning began several months before. Direct mail pieces, souvenirs, prizes and special features were in production, based upon original research in the field of leather products for prizes, and trips to the Pendleton Roundup and to Hollywood's motion picture studios for photographic material.

Special attention was given to souvenirs for use in direct mail and in sales meetings. These included horseshoes (aluminum spray painted) for paperweights, ten gallon hats, bandanas, leather good luck pocket pieces, Roundup match folders, miniature leather saddles for mailing.

In addition to merchandise prizes each salesman who qualified as a cowboy received a Freightways leather belt on which the Freightliner (truck and trailer unit) was embossed in a continuous design.

For the second month of the contest, a prize was set up for "Expert Ropers." About half the cowboys qualified and received a leather pocket letter carrier, hand-tooled with the Roundup trade-mark. For the third month, a "Top Hands Club" was organized and members received a membership plaque and a sterling silver Texas longhorn lapel pin.

To the station in each division attaining the highest percentage of its "Blue Ribbon" quota each month, a hand-tooled steerhide plaque was pre-

sented. This trophy was given permanently at the end of the Roundup to the station showing the greatest score over and above the "Blue Ribbon"

Division superintendents had their inning too, in competing for a "Premium Business Trophy"—a leather plaque on which was hand-tooled a scene of the mythical Circle F Ranch with Freightliner in foreground. Competed for month by month, permanent possession rested with the superintendent whose division performed most consistently on "Blue Ribbon" quotas.

Sent to the "cowboys" at their homes were direct mail pieces such as jumbo postcards, folders, tabloid newspapers, miniature saddles, good luck pieces and a giant telegram. All mailings came from the Circle F Ranch House and were written in the ver-



These western trappings were among the contest's minor prizes.

nacular of the range. Typical is this excerpt from the piece announcing a Chuck Wagon Supper:

"Every good cowboy is a superstitious critter, so here's your Good Luck piece for to wear during the Freightways Roundup. Carry it in your levis and be sure to have it when you drift into the big chuck wagon supper November 30. So darned many bronco peelers from other outfits are trying to crash this feed that we're going to ask to see your brand before you get any grub."

Twelve weekly mailings were issued. Supplementing these, Roundup Boss Doherty mailed newsy sales bulletins from the Ranch House, all written in western style.

To launch the drive, chuck wagon suppers were held on the eve of the Roundup for all salesmen and wives or sweethearts. Conforming to a prearranged program, ten chuck wagon

suppers were held on the same night at key stations from the West Coast to Chicago.

Prior to the event, transcriptions had been made of a Roundup talk by President James, plus cowboy songs and music by a professional artist. These were used at all chuck wagon suppers except Portland, where officials spoke in person. Cowboy orchestras provided entertainment during the suppers and to play for the dances that followed. Special menus were printed and distributed as souvenirs, ten gallon hats were issued to the men, Gary Cooper autographed photographs for the ladies.

Much of the photographic material used during the contest was obtained at the famed Pendleton Roundup, where world champion cowboys pesed for pictures. A photograph of Gary Cooper obtained from the Goldwyn studios. From Paramount Pictures, Inc., came a photograph of Veronica Lake, holding one of the leather station plaques; and a similar pose by the comedy team of Jerry Colonna and Judy Canova.

Letterheads imprinted with well known western cow brands were used on all individualized mailings, and company stationery used during the drive carried the Roundup trade-mark. To keep the contest constantly in the minds of employes, posters were prepared and placed in each of Consolidated Freightways' 69 stations.

Two weeks after the Roundup started, officials knew they had a winner. In this time 77% of the sales force had qualified as cowboys, and by the end of the month 95% of the men had been issued belts. Company mail on new business increased tremendously and maintained a huge volume for the entire 90 days.

Unanimous conclusion of all who



Hand-tooled leather plaques went to the winners in each of nine sales divisions.

participated is that the Roundup was not only profitable, but a lot of fun and all voted for another. Preliminary work has begun on next Winter's Freightways Roundup, although the event is still months away.

Questions and Answers About Current Price Control Problems

So far-reaching is the OPA order on price ceilings that, even though the principles of the ruling are now fairly well understood, new questions are arising every day. Here are some typical ones taken from last fortnight's files in the OPA New York division.

VEN though the General Maximum Price Regulations have been in effect since May 11, the Government's OPA offices are still flooded with inquiries concerning application of the various rulings. This trend may be expected to continue as changes in products multiply and new problems arise which require interpretation.

SALES MANAGEMENT has selected some typical questions which have been placed before the legal staff of the New York division, and has tabulated them here, with their answers.

Particularly acute is the need for help on the retail end; manufacturers equipped to do so will render a real service to dealers by setting up a clearing house on price ceiling information, much as some of them have successfully done on priorities.

Manufacturers who see new problems ahead are invited to send them to SALES MANAGEMENT, whose editors, in turn, will ask the OPA legal staff to supply the answers.

Discounts Same or Greater

Q. The terms of a seller for a particular sale are 2% discount for payment within ten days. The seller pays within three days, and in addition to the 2% discount takes a 4% discount on the seven days remaining during which the ordinary discount might have prevailed. May the seller now do away with or reduce this 4% anticipation discount?

A. Such a discount is a cash discount, and under the Regulation, "No seller shall change his customary allowances, discounts, or other price differentials, unless such change results in a lower price."

Q. A seller customarily sold to its subsidiary at prices 5% lower than to other customers. Must it establish a set of maximum prices to the subsidiary on the lower price scale?

A. Yes, because the subsidiary is in a different class of purchasers.

Q. Must a business establishment which customarily has allowed dis-

counts to its employees list them in the records it is required to prepare on or before July 1, 1942?

A. Yes.

Q. A dealer in March sold hardware and farm supplies at retail, and at wholesale to other retail dealers. May he now discontinue all wholesale transactions to other retail dealers?

A. Yes. The GMPR does not require any seller to continue to sell to his previous customers.

Q. May this dealer continue to sell to other retailers, but raise his price level to them to that of his sales to his own retail customers?

A. No. His price ceilings to other retailers will be the maximum prices he charged them in March, 1942. They are purchasers of a different class, and he must continue to observe his ceiling prices to them.

Q. How are maximum prices determined for traveling demonstrators—for example, the demonstrator of a new knife who moves from store to

A. Such a demonstrator is deemed a "separate seller" from the store in which he works. Also, he is one "selling unit." His ceiling price is the highest at which he sold and delivered the knives in March. His top price in March, however, does not fix ceilings for the stores in which he demonstrates

Price Lists for Every Store

Q. May a chain of stores file a blanket statement of maximum prices with the OPA under Section 13-B of the Regulation, covering all cost-ofliving items being handled in all stores, although every store may not have all those items?

A. No. The Regulation requires a separate list for each store. But if all the stores in the chain have the same price ceiling for each article, the central office may mimeograph or print a list containing all such items with the maximum prices for each item, and these lists can be submitted separately

by each store. If prices are different in some stores, a list of items could be prepared and the prices filled in by each store. the

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Q. In March a consumer's cooperative society charged each member a maximum of two-thirds of delivery costs, on each purchase where a delivery was made. The rest of the delivery cost on each purchase was absorbed by the membership as a whole. May the cooperative now charge the entire cost of each delivery to members making the purchase?

A. No. The cooperative is a seller and, as such, must continue to absorb the same proportion of delivery cost as it did during March.

Q. What is a consumer service?

A. A consumer service is a service rendered in connection with a commodity for the ultimate consumer, such as the housewife, the motorist or the farmer. But the term consumer service, as used in this regulation, does not include an industrial or commercial service, the ceiling prices for which were set by the GMPR and became effective on May 11. . . . Examples of commercial and industrial services are: The sponging and shrinking of cloth after it has left the manufacturer and before it has been sold for cutting into garments; the services of a stevedoring company; and the warehousing of products on the way from a mill to a retail store.

Q. An establishment sells industrial and commercial services, ceilings for which are determined under the GMPR. It also sells consumer services, ceilings for which are determined under the Maximum Price Regulations for Consumer Services. Does this establishment have to prepare two statements of ceiling prices, one to satisfy the requirement of each regulation?

A. No, one statement is sufficient if it contains all the information required by the two regulations.

Miscellaneous Price Problems

Q. Is it permissible to reduce the weight of a five-cent candy bar from one and three-quarter to one and one-half ounces without a corresponding decrease in price?

A. No. A reduction in size without corresponding reduction in selling price constitutes a price increase under the Maximum Price Regulations.

Q. Is it permissible, under the GMPR, for a seller to charge the same prices he charged during March for packages of potato chips, which contain one ounce instead of one and one-quarter ounces?

A. No. This reduction in weight is tantamount to raising the price, and is not allowed. The price must be low-

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Q. In March, a retailer sold three brands of hair nets at eight, ten and 12 cents. They were identical, having been made for the retailer and placed by the manufacturer in envelopes bearing the three trade-names adopted by the retailer. May the retailer sell the eight and ten cent nets at 12 cents, since they are all the same?

A. No. Different brands are regarded by the OPA as different commodities, and the retailer must continue to sell the brands sold for eight and ten

cents at those prices.

Q. A manufacturer designed a new line of puzzles to sell at \$1.68 per dozen, replacing a line sold for \$1.62. The new line was quoted during March at \$1.68 and was available for delivery, but no actual shipments were made. May the manufacturer price the new line at \$1.68?

A. Yes. The offer was for delievry during March and therefore established \$1.68 as the maximum for the

new line under the GMPR.

No Charge for Matches

Q. In March a dress manufacturer sold and delivered nine style numbers at \$14.50 per dozen. Later in the month, he raised prices on three most popular style numbers to \$15.50, but sold and delivered only two of these three style numbers at the higher price. What would be his maximum price on the three numbers raised?

A. Only the two style numbers actually sold and delivered at the high price have the \$15.50 maximum price. The third number raised and the other six numbers have maximum prices of

\$14.50.

Q. Is it permissible for sellers of cigars and cigarettes who gave paper installed next Fall at a higher price? to charge extra for the matches now?

A. No. Sellers wno continue to handle book matches must continue to give them with purchases, or if they stop giving the matches, they must reduce the price of the cigars or cigarettes.

Q. May a seller deliver goods at prices in excess of those permitted by the GMPR, if he sends a statement to



"Never felt so good in my life! . . . God, how I'd like to go out and sell a couple of Buicks!"

customers reading as follows: "Any price herein invoiced requiring adjustment will be adjusted promptly when our definite ceiling prices have been

established?"

A. No.

Q. Where a seller, in March, had the practice of giving free repair service and replacement of defective parts for a certain period after the sale, may the length of the period for free service or free replacements or both, be reduced without diminishing the prices?

A. The period for either the free service, or the free replacements, or both, may not be reduced without proportionately reducing the price.

Q. A seller on May 1 notified his customers of price increases through a price-list marked March, 1942. Is he permitted to continue with the prices established in this list?

A. No. The date on the price-list is immaterial. The seller's maximum price must be determined by the price at which he delivered or made offers for delivery during March to purchasers of the same class.

Q. A seller during March allowed a purchaser a discount if his purchase reached a prescribed quantity. A purchaser ordered this quantity, but the seller delivered him a smaller quantity, owing to the fact he is now "rationing" his customers. Must the seller now give discount to this purchaser on the smaller quantity?

A. No, provided the full order is not filled by the making of a number of smaller deliveries by the seller, or by him and other sellers through an agreement or concerted course of ac-

tion.

Q. Can an item which was sold in March, 1942, be dropped now and reinstated next Fall at a higher price?

A. No. The seller's March maximum for this item will remain its ceiling price.

Q. During March a dairy sold sour cream at 48 cents per quart, and 29 cents per pint. Later they discontinued sales of quarts, which meant consumers must buy two pints, in order to get a quart, paying 58 cents, an increase of ten cents. Is this permissible under the GMPR?

Items Subject to Price Control

(This is not, of course, a complete list of price-regulated items but, rather, examples of those which have been brought before the OPA for its decision upon them.—The Editors.)

Stuffed fruit, cherry preserves and rasp-berry syrup**

Semi-precious stones (but precious stones

Packaged pancake flour and farina Maple syrup; maple and can syrup; pan-cake syrup; cane, corn and imitation

maple syrup; molasses; and corn syrup**

Popcorn (after popping) Sea moss (though a raw material, it is not classed as a raw and unprocessed

agricultural or greenhouse commodity)

Washing machines

Radios

Cat and dog foods

Fruit wines, manufactured from grapes, blackberries and peaches

Vinegar Smoked fish

Frozen fruits and vegetables

Pianos, musical instruments and phonograph records (new and used)

New refrigerators

Ice cream mixes Military and naval uniforms, ready-made or tailored (classed as "Suits, Overcoats and Topcoats")

Women's fur coats Imported spices (if dried in country of origin)

Objects of Art* under which head these fall:

Indian handicraft articles, such as silver and turquoise jewelry, woven fabrics, buckskin and leatherwork, beadwork, dolls, basketry, pottery and ceremonial paraphernalia. Crucifixes and rosaries, unless they are antiques

Hand-carved wooden animals, brass and china vases, small elephants, dogs, made of china,

Embroidered textile products, produced in commercial quantities

*The term "objects of art" covers articles of the same general class and character as paintings, etchings and sculptures. To be classed as an object of art, an article must be the product of an individual's skill, and unique in the sense that it is not identical to any other artistic product.

**A farmer is exempt from price control on commodities grown and processed on his own farm, if his total sales and deliveries of them do not exceed \$75 in any one calendar

Items Exempt from Price Control

(See Editor's Note Above)

Corn for popping, whether packaged or in bulk Goldfish (exempt as "living animals, whether wild or domestic") Cake flour (if nothing but flour)

Imported caraway, unbleached cardamon and mustard seeds (raw and unprocessed agricultural commodities) Books (bibles and prayer books; music in folded sheets and bound books, if bound and

covered as a "book.")

A. No. It is a violation of the regulation to sell a quart at a time to a consumer, at a price above the dairy's March maximum for this quantity. This holds true, regardless of whether the quart is sold in one bottle, or in two pint bottles.

Q. Is it permissible, under the GMPR, for drugstores, soda fountains, cafeterias, etc., to make an extra charge for paper cups or containers used to carry drinks off the premises, when such a charge was not made during March, 1942?

A. No. The regulation, however, would not prevent a place from discontinuing sales of drinks for consumption off the premises.

Q. A group of merchants formed a "voucher gift shop," which redeemed sales tickets of the member merchants with gifts, the merchants paying the gift shop 2% of the face value of all sales tickets redeemed. Can this group close up their voucher gift shop and discontinue redemption of sales tickets with gifts?

A. Merchants who made a practice during March of giving premiums, gift stamps, vouchers or gifts must either continue the practice, or else reduce their maximum prices by the value of these gifts. If a seller could discontinue premiums or gifts customarily given in March, without being compelled to reduce his prices, he would in effect be increasing his prices—as purchasers would get less for their money than they did in March.

Q. Must a retailer post ceiling prices on "cost-of-living" commodities, which he has in his warehouse, and which are not on display?

A. No, this is not necessary, provided he has samples of them on his display floor with their ceiling prices posted. However, if he does not have these samples on the floor, but instead takes his customers to his warehouse to show them the merchandise, then he must post ceilings on cost-of-living commodities in the warehouse.

Q. May a seller charge more than the maximum prices fixed by the

GMPR, if a voluntary agreement to which he is party permits higher prices by its terms?

Rental Service Prices

Q. Are prices charged for rental of electric water coolers governed by the General Maximum Price Regulation?

A. Yes. While this is not a sale, it is the lease or rental of a commodity. Leases of this type are included in the definition of "sale" in the regu-

Q. Is rental of delivery trucks cov-

ered by the GMPR?

A. The leasing of used trucks is not covered by the regulation. If the business man making use of leased trucks supplies the driver, he is renting the trucks, and the regulation does not apply. But if the business man does not control operation of the trucks, then he is not renting trucks, but purchasing delivery service, which is covered by the regulation.

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Q. Is the rental of refrigerators covered by the GMPR?

A. Yes.

Q. Under a provision of the GMPR, the OPA is granted power to require registration of wholesalers and retailers in the future. Is there any requirement that they register at the present time?

A. No. Registration date will be announced in the future. Form will be made available at that time. Until then, no action is required of whole-

saler or retailer.

Q. Is it necessary for wholesalers and retailers to register before being licensed?

A. No. Every wholesaler and retailer has been automatically granted a general license to sell.

Alex. Smith Carpet Co. Announces Ad Schedule

Advertising for products of Alexander Smith & Sons Carpet Co., Yonkers, N. Y., will run in virtually the same publications used last year and this Spring, John E. De-

used last year and this Spring, John E. Devine, advertising manager, announces. "Dual themes will be employed," he explains. "Despite war shortages, there are still people who need floor coverings and dealers who have such coverings to sell. Half of our space will be dedicated to this purpose. The second theme relates to the purpose. The second theme relates to the conservation of floor coverings. A new consumer booklet on this subject will be offered free.'

Dealers who have installed "Colorama" units will continue them, even though the line of Colorama rug patterns is incomplete.

Eight magazines will carry b. & w. copy.

Anderson, Davis & Platte, N. Y., is the

Revamped Sales Policies, Radio Advertising, Hike Sales for Eversharp

They redesigned product and package. They dropped jobbers on quality lines, began intensive work with dealers. They added an unconditional guarantee and set up brisk competition between East and West. Topped with a network show, this program has jumped 1942 sales 700% over the sales period for 1941.

BY MARTIN L. STRAUS

President, Eversharp, Inc., Chicago

HE illusion that radio is a medium for mass merchandise, selling usually for 15 cents or less, such as soap and soup and cereals and cigarettes, has been dispelled by the experience of Eversharp, Inc.

For two years, Eversharp has concentrated its advertising on fountain pens and automatic pencil sets retailing for \$8.75 and up. Except for point-of-sale displays and some cooperative newspaper advertising, network radio has been the only medium used.

And in the face of tough conditions and tough competition, Eversharp sales have risen rapidly in this period.

Radio, of course, has been only one of the factors responsible. The products and the way they have been sold have much to do with it.

But Eversharp's radio show has stimulated recognition and demand and has helped to keep demand at consistently higher levels all year. High quality pens and pencils used to be sold largely for graduation gifts in June and Christmas gifts in December. Between these two peaks were very deep valleys. Now Eversharp does almost as well in February or March or in August or September.

In radio, the show's the thing. And in Eversharp's case, it's an audience participation quiz show, "Take It or Leave It," over 80 CBS stations, which has been broadcast every Sunday night for the last two years.

"Take It or Leave It" now has a Hooper rating of 17.2.

Participants are chosen from studio ticket-stubs drawn from a fish-bowl. Each contestant may choose the type of subject—sports or history or drama or whatever—on which to be quizzed. His opportunities for profit start with \$1 and are doubled with each succeeding six questions. If he answers the \$1 question, he may take on the \$2 question, and so on up through the \$4, \$8, \$16, \$32 and \$64 questions.

If he misses the first question, he is automatically out. But he may also drop out, and keep all the money he has won up to that point, if he answered those questions correctly. If he misses on any question, he forfeits everything.

All the money lost, plus \$25 from Eversharp, goes into a jack-pot. At the end of a program there's a jack-pot question for all participants. If two or more answer it correctly, the money is divided between them. If no one answers the question, the money goes to U. S. O. or Army or Navy relief societies.

In recent months, part of "Take It or Leave It" has been devoted to a "special event," to aid recruiting for one or another of the armed services. Frederick F. Bulkeley, father of Lt. John D. Bulkeley, head of the American mosquito boat squadron in the Philippines, appeared in a pre-Father's Day program. The following Sunday the guest was an arsenal worker, a veteran of World War I, who





Retailers' windows capitalize to the fullest on the high-ranking radio show, one of the 15 air leaders.

has two sons in the Navy now. A few weeks before, "Take It or Leave It" broadcast a conversation between Phil Baker, master of ceremonies, and the Commander of a Coast Guard plane, flying over the Atlantic in quest of submarines.

In the last two years, Eversharp has broadcast "Take It or Leave It" from 45 cities. The show is now being traveled to Army camps and air fields and to naval bases. It is also being shortwaved to forces overseas.

Eversharp, Inc., was launched in 1940 to take over the business of the former Wahl-Eversharp Co. The business of that company had been slipping for some years. Its promotion and sales policies had not been consistent and, we believed, its products could be improved.

Part of my slant on the new products problem came from long experience with aviation. I have been a private pilot, and have traveled hundreds of thousands of miles by air. From conversations with many airline passengers, I knew the troubles they'd had with leaking pens at higher altitudes.

Works and Looks Like Magic

The new management employed a physicist, a chemist and consulting engineer to "re-engineer" the pen. Among other things, the new pen would not leak at any altitude or at any rate of climb in an airplane, or on the ground at any temperature change. Our specialists developed the Eversharp Repeater pencil into a precision instrument. A "magic feed" was introduced on the pen, a "magic button" automatically provided new leads on the repeater pencil.

Henry Dreyfus was then employed to design and streamline them both. Amos Parrish & Co. helped to pretest colors, shapes and designs among consumers before we were sure we were right. Then Mr. Dreyfus created new packages for them.

We built a pen to retail for \$8.75. Two days before we went on the air, however, the price was changed to \$5. The price of pen and pencil set was made \$8.75. Our present pens retail from \$5 to \$75, and our sets from \$8.75 to \$125. We promote and sell them together and separately.

Eversharp's competitors were emphasizing some very long-term guarantees. We made ours, "Not for Years, Not for Life, but Forever." This guarantee applies regardless of price. But we do not claim that our products are indestructible. We don't suggest that they be thrown from mountain tops or under steam rollers. Ours is a perpetual guarantee

of service under reasonable wear.

Although we streamlined production methods, we went back to hand-grinding of pen points. The object, in both cases, was highest quality.

The predecessor company had been selling through wholesalers and retailers. Except for pens and pencils retailing at less than \$1 each, and one set at \$3.95, we discontinued wholesale distribution. We set out to sell the new higher-priced products direct to retailers.

We introduced for retailers a better mark-up, plus bonuses for quantity and positional displays. Our competitors were virtually giving away floor cases. We designed an invisible glass case which we sold to dealers. The dealer liked them so much they often put them on top of the competitors' cases!

Our problem was to get people to start writing, and to continue writing,



Martin L. Straus

Eversharp's chief executive graduated from Dartmouth and went to work with an ad agency, where he also directed client's sales forces. Then he became a department store, mail order and chain store executive as well as an industrial banker. He and his associates soon were taking over furniture stores and turning them into profitable junior department stores.

the Eversharp way. The eye and writing appeal of the new products helped. So did the "forever" service guarantee. But we also reduced the price of pencil re-fills.

Then we set out to multiply and strengthen our contacts with dealers and consumers. We started to sell.

From the former sales organization we inherited 35 men. We kept 15 of them. (Our sales force numbers 70 now.) The men had been on salary plus quota bonuses. We put them on straight commission with a drawing account. They pay their own expenses. They make more net than any salesmen in the industry.

Our sales program is supervised by a sales management committee, with myself as chairman. Tom Emerson, at Chicago, is vice-president in charge of sales from Chicago westward, and Larry Robbins, at New York, vice-president in charge of sales for all territory east of Chicago. Also on the committee are Holt Hornbeck, sales manager, in charge of sales administration and liaison man between the two areas, and Eugene Felton, advertising manager.

Competition between the eastern and western divisions has been a factor in sales expansion. Both Mr. Emerson and Mr. Robbins have two assistant vice-presidents, whose job it is to open tough accounts, help on displays and do other supervision work with the salesmen. The vice-presidents travel a great deal, too. So do I.

In addition to the fact that the Eversharp reputation had not been maintained very vigorously, we took on, in 1940, many other problems. When we introduced the new line, we exchanged all the old merchandise that dealers had, for new. We took a big loss, but we liquidated it all in 30 days. Discontinuing the jobbing cost us 25% of the old company's volume. And because of the war, we lost half our export volume, or 15% of the total.

Starting on this basis, of 40% under the predecessor's level, our sales in the second half of 1940 gained 100% from the second half of 1939. In 1941 sales were up 300% from 1939.

Sales 700% Over 1939

In the first quarter of 1942 (we start our year on March 1) sales were 700% more than in the same period of 1939.

When the present company was launched, we had 3,000 active dealers. By the end of 1940, we had 8,000, and by the end of 1941, 15,000—now there are 18,000.

Eversharp also is making an increasing number of precision products for the Army and Navy.

We decided to use radio because we felt it was a good means of reaching a lot of people quickly. And although we may use other media soon, we intend to continue in radio.

Milton Biow of the Biow Co., New York ad agency, came in one day with this show. We bought it in one minute. To build up the audience, we ran it for 13 weeks before we had the new products to sell.

"Take It or Leave It" now is one of the first 15 shows on the air, in total audience. It is the highest Hooper-rated half-hour CBS show. There are many good Eversharp prospects and customers among the millions in our audience. We intend to keep them in the Eversharp fold—and to add millions more!

DEATH ON THE WORKING FRONT



The article by Fortune "Death on the Working Front"* tells a distressing story. While our country is engaged in the greatest production drive in its history, the record shows that its strength is being sapped by the consequences of sheer waste—that is, by accidents to men and women in industry. Think of it: 480 million precious man-days of industrial labor lost last year by reason of accidents—and the figure is going up!

This is an intolerable situation. We would not consciously open our factory doors to the foreign spy or the saboteur. Yet the careless worker, the negligent employer, or the indifferent community does just that—when men in essential war plants are needlessly exposed (and it is always needlessly) to death or disabling injury.

Although we are all at fault, industry is best equipped, by knowledge and experience, to lead the counterattack on accident losses. Accordingly, it is the bounden duty of American industry to enlist in the accident-prevention program of the National Safety Council's War Production Fund to Conserve Manpower. In particular, the nation has the right to demand that those thousands of plants now lacking adequate protection for our workers avail themselves of the facilities that are offered. There is no place in the war program for a waster of manpower.

Chairman, War Production Board

Write FORTUNE'S Advertising Director, Room 2739, Time & Life Bldg., Rockefeller Center, New York, N.Y.

JULY 15, 1942

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^{*}This article from the current issue of FORTUNE is available in reprint form in single copies or in quantities.



More than ever the <u>Golden West...</u> for Columbia Pacific Advertisers

Billions in man-made wealth are pouring from the assembly lines of the *new* Golden West. And more and more the unique advantages of *network* radio are rewarding its users.

Industrial employment was up 42% last year over 1940, payrolls up 73%. It's a land of sudden changes. Communities spring up almost overnight.

NETWORK RADIO is one fixed landmark in a world of change. No matter where people move, no matter how their incomes rise, favorite radio programs find them listening as usual, despite new homes, new jobs, new associates.

More than ever, network radio is the mass

medium. And today's spending is by the masses. Yet since network radio reaches all income groups, it still covers all your customers, old and new.

Because Columbia Pacific station locations parallel Western sales potentials, they provide the efficient way to sell in the West. That's why Columbia Pacific has 38% more advertisers, 46% more sponsored quarter hours per week, than any other Coast network.

ASK RADIO SALES for information about some exceptionally favorable day or night time buys now available on Columbia Pacific.

... and the proved programs ready to go into them to do a powerful job for you in the new Golden West!

COLUMBIA PACIFIC NETWORK

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Retail Forum Solves Sales & Ad Problems of Small Merchants

HAT kind of trouble does the retailer have? How can he be helped? These questions led to the starting of a "Retail Forum" by the Los Angeles Chamber of Commerce, in May, and the sending out of 3,000 mimeographed bulletins, telling Western retailers about it, inviting them to write in and explain their difficulties, and get the counsel of a committee of Los Angeles manufacturers, jobbers and merchants.

The response was overwhelming. In a month the mailing list for the bulletin had grown to 10,000,-but as a sad commentary on present conditions, post office returns rose from 3 to 5% "Out of Business."

The retailer finds it hard to get merchandise, and wants to know what to do. He wants to know about percentage leases, and how to negotiate lower rent.

He wants to know how to advertise without giving the impression that he is assisting inflation. The draft and war production have taken his clerks.

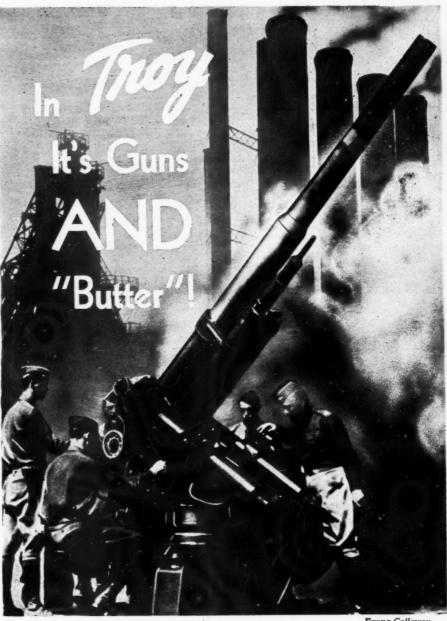
Los Angeles' Responsibility

It is the smaller retailer who is in deepest trouble, the man selling \$25,-000 to \$100,000 gross yearly.

These 10,000 merchants are the solid middle class, in garments, hardware, appliances, giftwares, kitchen-wares—everything except foods," says Harold W. Wright, manager of the Chamber's Domestic Trade department. "For years, we have urged them to buy here, this is their market, and they represent at least a half-billion dollars in trade to our manufacturers and jobbers. So we are responsible for them, giving them the best counsel we can command, and if necessary, sending committeemen to talk with them in groups."

The Retail Forum will help locate merchandise. Also, alternate merchandise is suggested. Merchants are advised to explore their local territory to see what can be obtained. Big manufacturers become fully occupied with war work, many local producers will find attractive markets for small scale operations. There are possibilities in repair services, and also in used goods of many kinds. These will develop as the war continues and should be pointed out now to merchants.

(Continued on page 62)



Ewing Galloway

"A wonderful job," said the War Production Board in revealing that Troy Area plants-not counting the sprawling Watervliet Arsenal, whose production figures are now a military secret-have for months been taking on contracts for war work at the rate of more than half a million dollars a day."

A truly wonderful job when you know that this stupendous production is in addition to the NORMAL manufacture of civilian goods!

Because the Troy Area is producing both guns AND "butter," it is outstanding among major New York State markets. Soaring population, payrolls and sales make it a prime field for your product.

The basic sales approach is through The Record Newspapers, sole Troy dailies, which take your message into more than 92% of all A.B.C. City Zone homes, and at a single cost of only 12c per line.

*\$48,000,000, March 1-June 1

THE TROY RECORD IE TIMES RECORD

The Record Newspapers J. A. Viger, Advertising Manager



War's end is anybody's guess. Most hopeful sign is WPB's decision to peg plant-construction at the present level, then work toward 100% output from existing capacity.

A publisher's representative thinks Leon Henderson ought to make the five-day week mandatory for non-essential businesses, if any business may truly be catalogued as "non-essential." He figures it would save rubber, gas, plush on train-seats, and other items.

Slogan for an Egyptian blend:
"Without a pyramid cigarettes."

The Pledge of Allegiance to the Flag is being revised to read: "One ration, indivisible."

O'Sullivan, step-father of the rubber-heel industry, is aired as "America's No. 1 Heel." Most of us have a few flesh-and-blood candidates for that title.

Humor in advertising is a ticklish thing; nothing to be taken on lightly by the novice. Otto Soglow's series for Pepsi-Cola is a delightful example of the rational use of humor in advertising. For instance, the strip where the lion-tamer leaves his head in the lion's mouth to walk over and get a bottle of P.C.

Borden's "Elsie" is now made up as a cream pitcher. You're wrong. It pours from the mouth.

* *

* * * Slogan for Swan Soap: "This is so sudsin'."

I like that *Collier's* double-truck in the Preventive Service series, headed: "Brother, spare that truck!"

"Art Headquarters" was opened last month at 219 East 49th St., New York, with appropriate ceremonies. It is a central gallery for hanging the work of 140 commercial artists on a continuing basis. D. Rhodes Johnson is director.

Sun-bathers on a nearby roof don't help a fellow get his work done these warm July days.

Allan Hovey spots an intriguing line in a little ad for Bastian Brothers' celluloid "blackout-buttons," which glow "in pitchest dark."

In the days of sail, wind was welcomed as motive power, of course. But, to me, wind is the most annoying of all the elements. You can open an umbrella against rain. You can wear galoshes for snow. You can hide from the red of the sun under the green of a tree. But wind is something you can't fight. All you can do is to hold onto your hat and swear softly.

An item here about the tattooed lady from Down Under inspired a number of readers to resurrect the missing lines. Here, then, is an eclectic version:

I paid a bob to see
A rare tattooed laydee.
Tattooed from head to knee,
She was a sight to see.
Un. . .der her jawr,
Was the Royal Flying Corps.
Across her back, the Union Jack,
How could you ask for more?
And up and down her spine,
Were the King's Horse Guards in line.
While all around her hips,
Was a fleet of battleships.
O. . .ver one kidney,
Was a bird's-eye view of Sydney.
And where you couldn't see,
Was a map of Ger-ma-nee.
But what I liked the best
Was, there across her chest,
My home . . in . . . Ten-nes-see.

Phil Baker says the Parachute Song goes: "It don't mean a thing if you don't pull that string."

* *

"You can't go wrong with Gilbey's Gin." I get it. Gilbey's will protect the working-girl.

The I. C. S. goes after Summer students with this nice p.o.w. directed to salesmen: "Keep 'em enrolling!"

Suggested title for a booklet advertising DeBeers diamonds: "The Stone Age."

Bob Hope says the world is coming unglued.

Here's a title that the Kingfish might envy. Boston's Ralph Eastman is "Grand Fugueatto of the Northeast

Mounted Cod & Cabot District of the Guild of Former Pipe-Organ Pumpers."

Felicitations to the Dallas Morning News on its 100th birthday.

It turns out that Kimberly-Clark used "Kimsulate" (suggested here) in an ad that ran two years ago. Why doesn't somebody tell me these things?

With 3,399,905 square feet of factory-space immediately available for war-production, no housing-problem, and loyal American workers ("99% native-born"), North Carolina makes a strong bid for use of its facilities, in an ad headed grimly: "We have lost the hours . . . we must win the minutes!"

Allis-Chalmers advertises a timely contest in the farm-press: A thousand-dollar bond and a trip with all expenses paid, for the best letter on "Why farmers should buy war-bonds." Bert S. Gittins, Milwaukee, is the agency.

NIT—"What ever happened to Lancelot?"
WIT—"He got lost in the mail."

* * *

Texaco's "Falstaff Openshaw," the poetaster, might resurrect some old favorites of mine: "They're moving Father's grave to dig a sewer" and "Nellie is out in the cow-barn picking milk."

"English-Russian Pact Aimed at Nazi Germany."—Headline. As they say in the Bronx, "Who else?"

* * *

Last year, the American Automobile Association was called out to rescue 9,505,000 cars having tire-trouble . . . a mere annoyance in 1941 but a tragedy if repeated in 1942. In spite of all the anti-freeze ads, 109,000 cars were stalled by freezing. Most unforgivable in that year of pre-rationing were the 1,163,000 cars just plain out of gas.

"90% of Stations Out of Gasoline."
—Headline. And "X" marks the spot on the ration-card that don't mean nothin'.

Patriotic pun by Cessna Aircraft: "We're working to beat the bandits now."

Suggested subject of a letter from a seashore-hotel to a former patron: "Long time no sea."

T. HARRY THOMPSON

Shucks__ Don't forget I'm home...

Suppose you can't go and visit Grandma and Aunt Lucy every time you want to get away from the heat. I'm home, aren't I? And we have a radio and Station WXXX is right here at 000 on the dial. They have the best summer programs ever, swell music to keep your feet tapping, comedy that's always good for a laugh, and the latest news from wherever it happens. Yes sir, home's all right these days-and if it does get too hot, just peel off-well, not quite as much as me -and tune in WXXX. You'll be glad I tipped you off.

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000 on your dial (City Name's)
NBC Station

NOTE: This is one of a series of advertisements which many NBC stations are placing in their local papers in order to build even greater audiences for advertisers. National Broadcasting Company, a Radio Corporation of America Service.



On the Wartime Sales Front

1942 Sales "Convention"

There's a war. So this month Graybar Electric Co. did not bring its lighting and lamp department managers together for the annual Summer camp at Nela Park to talk over sales and such. The company took the convention to its men instead, in cities all over the nation, thus leaving them on the job every day. The Sunday before the "convention" opened a messenger delivered to every man at his home a big envelope marked "Camp Graybar, 1942" containing the usual camper's hat, shield and identification marks. The next morning another messenger walked in and planted on each man's desk a small flag and declared "Camp Graybar 1942" officially open. On the desk that morning—and each morning for four days—there dropped copies of all the "speeches" to be delivered that day, in portfolios. Each man and his wife was invited to go out to dinner one night-at company expense-and each man was invited to play golf another day with his local aids, wiring in his score. Prizes were later awarded. To clinch the "convention" each man was sent 50 questions at the close, the answers to which were in the speeches. Any man who answered them all correctly got \$10 worth of War Stamps. That was "Camp Graybar, 1942."

Gallup survey indicates the public now favors a 2% sales tax—32,000,000 for; 23,000,000 against; 4,800,000 undecided out of the nation's 60,000,000 voters in 48 states.

War Products-Packages

Celanese Celluloid Corp., after a two-months try-out in cities along the Atlantic coast now offers the country "Starlight Lumarith," a sheet plastic for dimming out lighted show windows while clearly revealing what's on display inside. The window sheets roll up during the day. . . The swing from tin to paper containers is now fairly general, but John H. Wilkins Co. is one of the first coffee packers to change over from vacuum-sealed tin to paperboard containers with a liner, and with a scored punch-out tab for pouring and closing. . . Sherwin-Williams now packs paint in impregnated paperboard containers using a paper lining and metal ends.

"Help make price control work—even if it hurts—for only in that way can we preserve what we're fighting for."—Dr. Merle Fainsod to retailers in convention.

Selling the War

SKF Industries devotes much of its current advertising to "What Are We Fighting For?"—freedom of speech, of the press, of assembly, speedy trial by a man's peers, security against search and seizure, protection against cruel or unusual punishment. It distributes the advertisements in booklets to all its employes. . . R. G. LeTourneau, Inc., builders of heavy grading equipment distributes to all its people a 16-page book in color showing in pictures and patriotic copy where and how LeTourneau machinery is helping to fight the war. Theme: "What we do here keeps troops marching, planes flying and mechanized weapons rolling to victory." . . Station WLS moved one of its National Barn Dance four-hour shows from Chicago to Bloomington, Ill., charging 100 pounds of scrap metal or 50 pounds of scrap rubber for each admission. Several hundred tons of scrap for the national campaign resulted. . . To stimulate more newspaper advertising that supports the war effort, Bureau of Advertising, American Newspaper Publishers Association distributes a book, "Advertising Goes to War," showing 200 examples. . . White Motor Co., Cleveland, through its advertising department, is operating an extensive ride-sharing plan that is getting workers to their jobs with a great saving of rubber and gasoline. The city is divided into 208 zones. Every participating motorist is listed, routed and assigned running time. Tokens pay for rides, each car owner earning 10 tokens for his own use by driving one trip.

S. H. Camp Co. believes war work makes more business for its supports and posture formers . . . St. Louis Globe-Democrat survey shows war-plant women buy more cosmetics than before.

Servel Aids Gas Companies

More than 250 gas and electric service companies throughout the nation are now actively using a wartime program offered by Servel, Inc. With no more refrigerators to sell, Servel supplies for home service directors and consumers booklets and periodic information tied in with the national Consumer Conservation Plan and the National Nutrition Program—to show householders how to care for and get the most service out of their appliances and how to plan and prepare meals in war days. It supplies red, white and blue Home Volunteer booths to be set up in gas company offices, pledge blanks for consumers and much other literature plus window and wall display material periodically. Participating companies buy the whole program at low cost. Thus Servel builds good will by helping public service companies keep close contact with the public in a time of tough sledding for all.

To boost rubber scrap campaign B. F. Goodrich plant workers even sweep up rubber "dust" that falls from goods in process of manufacture—yet the U. S. hasn't hit a 400,000-ton stride.

What Shall Gas Stations Sell?

With volume badly off, many a gasoline service station faces the problem of what to do to stay in business. National Petroleum News finds service men take two views. They either take on various lines of sideline merchandise or else decide they would lose more oil business that way—from local merchant customers who resent emergency competition. Stations throughout the country divide about 50-50. Some remodel to handle hard merchandise only to find priorities shut off their new supplies. However stations are now selling luggage, work clothes, sports goods, woodenware, lawn and garden equipment, animal feeds, farm equipment and even asphalt driveways and side walks.

Advance estimate on U. S. bomb insurance: \$25,000,000,000—but New York Times finds 90% of New York's \$15,000,000,000 assessed-value real estate is to be insured, and that's only one city.

Wartime Expedients

Railway Express Agency is making a nation-wide survey to locate enough horses and wagons to supplant many auto trucks. In World War I the Express Co. owned 15,000 wagons and 20,000 horses, and contracted much additional service from draymen. Today the company has only six of its original wagons—as museum pieces—but operates 15,000 trucks. . . To move more paper faster to users, 27 paper makers in the Miami Valley of Ohio employ a carpool plan by which any customer can call any member of the pool for a LCL shipment and it will be delivered with other small lots from various plants quickly. . . Stromberg-Carlson issues a new series of bulletins to dealers to boost service business as a substitute for radio set sales. It shows how one shop after another is building business with Stromberg-Carlson factory aid.

News Anywhere... **New Customers** at 8¢ Each!



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C. F. MUELLER

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MR. JONES:

MR. GODDARD:

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MR. GODDARD: MR. JONES:

DUANE JONES COMPANY Package Products Advertising General Electric Building, New York, N. Y

JUNE 30, 1942

Congratulations, Don, on that Mueller Flower Seed Offer pulled in Mueller labels at 8c That about ties the each! record!

Well, Duane, you ought to know You put the first flower seed offer on the air the record.

back in 1932.

Yes, and a good many since then. How about Mueller sales? they going as well as the deal did?

Yes, they're up substantiallyvery substantially.

And great for you, Don. Here's That's great! a renewal of your contract for the summer. And that's a This is the first summer Mueller's ever stayed record, too.

on the air. 6-26-42

Duane Jones, of the Duane Jones Company, advertising agency specializing in package goods, and WEAF newscaster, Don Goddard, discuss success of an offer on "News at Noon" sponsored by C. F. Mueller Company.

> Thank you, gentlemen-and may we add that this story is not too unusual-? For WEAF has a habit of getting results, thanks to top-ranking NBC RED Network shows and WEAF's own local hits. And-of course-full credit to the World's Richest Market where WEAF struts its stuff!

And a reminder: why should you, of all people, be on the outside looking in? WEAF can do a job for your product, too...as we'll be only too glad to prove, at your convenience.

50,000 WATTS 660 KILOCYCLES **NBC RED NETWORK**

TALKS SALES WEAR IN NEW YORK



Here Willcox & Gibbs engineers bust a bottleneck by examining samples of war workers' garments and prescribing methods to speed up production.

Willcox & Gibbs Break Plant Bottlenecks; Help Customers Qualify for War Orders

By showing companies in the needle trades how to streamline production operations so that goods can be produced to government specifications at efficient cost levels, this maker of industrial machines is not only building substantial good will, but is contributing vitally to the war effort.

Machine Co., New York, has organized a campaign to break necks — bottlenecks. It came about as the result of SOS's by needle trade manufacturers doing and seeking government contract work under the war program. How to convert plants to produce materials wanted by the Army and Navy is often a mystery to the small manufacturer. The Government, on the other hand, needs the services of these plants. The idea is to get the two together with the least possible delay.

Difficulties often arise because many of the manufacturers cannot yet read and interpret government specifications. These specifications give details of seam construction, stitch type and materials to be used. The manufacturer must be able to interpret the specifications so that he may bid intelligently and know what his production problems will be.

When a manufacturer succeeds in obtaining a contract, he must set up his plant to get maximum volume. Usually this means, among other things, changing the position of his sewing machine heads so that efficient flow of work will result. When the "line" is rearranged the manufacturer may find that he lacks a machine, may-

be two machines, and he cannot go ahead until these are installed. At this point Willcox & Gibbs engineers step in.

They work out the entire set-up and they know what machine types to recommend for specific operations. Their main job has been to facilitate production. These engineers travel from garment center to garment center carrying an exhibit of samples of items purchased by various government agencies. Too, they carry information relating to the production of these items. One of their charts details production data relating to 47 recurrent items.

Many of these are wanted in vast volume. If the manufacturer can qualify, he may well get the largest orders in the history of his house. But he must qualify 100%—and that's the rub.

Willcox & Gibbs engineers are prepared to survey plants, make sketches, construct flow charts, and so help to reduce the "make ready" time which always comes with any major conversion. Being trained and skilled, they cut down the waste time. They show how to avoid bottlenecks in assembly.

Any plant, long in operation, develops its own lingo. Terms are used which, in some other plant, may be meaningless. The Government has standardized the terms employed, but the Government terms may be just so much Greek to the manufacturer who is turning to these new items. For example, what the manufacturer may refer to as a "chain-stitch, lap-felled seam" would, in the specifications, be termed as "stitch type 401, seam type LS C-2."

This, and many other items, may be a headache to the manufacturer who is used to his own trade terms. Some of them in the past have been so puzzled that they have simply thrown up their hands. But there is no time now to throw up hands and sit around in bewilderment. A tremendous demand for uniforms, shirts, underwear and other sewed items needed for training and getting men into action prohibits time for befuddlement and indecision.

Willcox & Gibbs has organized what might be called a "road show." It was exhibited for the first time in St. Louis, late in May, with the cooperation of the Contract Distribution Department of the WPB. The exhibit was then moved to Kansas City. After a short time there it went to Chicago and it is to be shown in other trade centers.

With the garment manufacturer converting to government work, it is highly important that he gets everything—his machine arrangement and his flow charts—all set before he starts. Of course, there may be slight changes from his first production layout, but he should have a very good idea as to what his production problems will be before he starts producing.

Plan, Plan, Plan

If this planning is delayed too long he may find it difficult to make promised deliveries. Every operation from beginning to end should move under a definite pattern. If this latter condition does not exist there may be vital underproduction on certain vital parts; perhaps over-production of others, bottlenecks and dissipation of time. It can be costly.

W & G engineers call groups into meetings and discuss such matters as:

Samples of war production garments (displayed), analysis of sewing operations, interpretation of contract specifications, "pooling" of equipment, plant conversion from civilian to government items, method of procuring government contracts.

In practically every important garment center the WPB has its own engineers, men familiar with local conditions, who have studied local equipment and set-ups and have checked plants for trustworthiness and reliability. It isn't likely that the fly-by-



Sunday, have been following them since childhood. These comics long ago ceased to be just paper and ink, became real identities and close friends. Readers are deeply interested in their affairs, react to their fortunes, want to know what happens to them every Sunday.

Instinct, interest and habit make the Sunday comic sections a garden spot for advertising . . . To the power of the medium add the 12,000,000 circulation—coverage that takes in virtually two-thirds of the country's buying power! There isn't anything in media that can beat it-or match it.

Add color. And a big space unit! A cost around the average r.o.p. ... there isn't any question that Metropolitan Group is a major medium . . . Investigate . . .

Metropolitan

Baltimore Sun • Boston Globe • Boston Herald • Buffalo Courier-Express • Chicago Tribune • Cleveland Plain Dealer • Des Moines Register Detroit News • Detroit Free Press • Milwaukee Journal • Minneapolis Tribune & Star Journal • New York News • New York Herald Tribune Philadelphia Inquirer • Pittsburgh Press • Providence Journal • Rochester Democrat & Chronicle • St. Louis Globe-Democrat St. Louis Post-Dispatch • St. Paul Pioneer Press • Springfield Union & Republican • Syracuse Post-Standard • Washington Star • Washington Post 220 East 42d St., New York • Tribune Tower, Chicago • New Center Bldg., Detroit • 155 Montgomery St., San Francisco

pay for to sell your goods or ideas.

color, on Sunday—are read by 81% adult men, 79% adult women,

practically all children. No comic

you can create can get a similar

reception! The reception is ready,

assured, in the comic sections of these

Metropolitan Group comics every

Millions of families see these

24 big-city Sunday newspapers!

Metropolitan Group comics in

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What Everyone in Radio Likes

Everyone likes Renewals. So everyone seems to be happy about sponsorship of Wayne Ackley and the News over KSO. Everyone includ-

ing: Time-salesmen who feel such accounts are due for a

long run.

Advertisers who renew year after year, like Central National Bank (second year), Socony-Vacuum (second year), Flynn Dairy (third year) and Sears, Roebuck

(eighth year).
Advertisers who are surprised at sales-response, like
W. H. Bishop of Food Products Co. who reported: "Wayne Ackley and the News have produced more traceable results than any other advertising we have used in ten years."

To more than a million listeners in Des Moines and Central Iowa, Wayne Ackley has become a familiar and welcome personality—one of the many personalities that enable KSO and KRNT to out-perform so many other good stations. (Ask Katz for the complete story.)



Affiliated with the Des Moines Register & Tribune nighter can bust in and carry off the cream. The Government lays store by past record. It isn't interested in condemning goods-not in these times es-Waste of materials and time pecially. is the last thing desired by the government or Willcox & Gibbs.

So the scheme is to inform the manufacturer fully, start him on the right road and keep him there. To assist in this W & G men carry charts, diagrams, a printed booklet which shows with drawings and text, every required operation. Any experienced production man can use this material as easily' as he would use a school primer.

Every standardized term used by the Government is explained and made clear. Probably, before the war is over, the Government nomenclature will be known and accepted throughout the needle trade and many localisms will be dropped. It will promote simplification and better understanding.

Arthur M. Miller, of the sales engineering department of Willcox & Gibbs, who, with J. Van Vorst, is accompanying the "road show," says:

'A manufacturer who wants to sell to the Government must exert the same type of sales effort that he would use in selling to any large customer. He should go about it in a simple, sane, businesslike way. There is no mystery in selling to Uncle Sam. The manufacturer must have something that Uncle Sam can use-that comes first

Then arrange solidly to produce convince the purchasing agency and the WPB that you can deliver, and you may very likely get as much business as you can handle. The biggest orders in the history of the nation are wait-You have one big customer instead of many little ones. One thing is sure, you must be able to plan-plan for production, for quality, and to meet specified delivery dates.

When the manufacturer gets a contract it is very likely that the job will call for a large number of units, all of one style. When he is once set to go, he goes fast. That's where the help we give becomes extremely important. We endeavor to help break bottlenecks in a plant before they occur."

"Pool" operations are fast growing in importance. This extends work into plants too small to take prime contracts. The procedure is for one plant to take the prime contract and sub-let specified parts of the job to sub-contractors. This is a part of the Government's plan to get the "little fellow"-every last one who can function properly-into the war effort.

The War Against Waste

(From time to time SALES MANAGEMENT will relay to its readers methods companies, large and small, have discovered to eliminate waste man power, time, materials.)

The Southern California branch of a large Pacific Coast milling company has saved about 30% of its 16 salesmen's auto mileage by turning them back into "traveling men." For ex-ample, a man working Pomona, 30 ample, a man working Folinda, 30 miles out, formerly drove there once a week. Now he rides out on the bus, stays all night. Next day he works adjoining territory, returns by bus. On longer trips, he travels one month by car, the next, by bus. With his car, he calls on "everybody," by bus, he hits the high spots, and uses the telephone freely to keep in touch with grocers.

McKesson, Langley & Michaels, San Francisco branch of McKesson & Robbins, has served the routes travelled by field sales representatives aiming at the elimination of all unnecessary mileage and waste man hours. The survey, conducted by the sales department, revealed that while men were trying to operate their ter-ritories economically so far as mile-age and effort were concerned, there were still many instances in which unnecessary doubling back could be eliminated. A second result of the A second result of the survey was the absorption of two territories into adjoining ones.

The Paraffine Companies, San Francisco, have adopted two important changes in their sales control set-up. 1. Formerly salesmen in the field worked on a strictly territorial basis. It has been found economical to assign certain key accounts to picked men. These men may travel into as many as three territories, instead of one. "We are finding that, under current conditions, our men can serve the industry better by cutting through territorial lines," reports J. E. Holbrook, president.

2. Men are being retrained to han-

large-bid government business. Training is intensive, calculated to give the salesman a thorough understanding of government practices, and he is expected to depend on his own judgment and abilities rather than on close direction from the head office.

Globe Mills, Los Angeles, has found that the credit department can also help the men save mileage. Formerly it was the practice for sales-men to report each day. Now they report once a week and often by 'phone. If a salesman in outlying territory can save mileage by staying overnight at a hotel, the company pays his expenses.



An abundance of rich creamy butter, plenty of fresh country eggs, and a lot of milk and cream give the pastries, breads and cakes that come from the ovens of Southern California's VAN de KAMP'S BAKERIES a taste-tingling goodness that Southland families relish!

To tell the story of these fine products, and to keep their 153 pert, spanking-clean stores filled with customers, V de K's depend on newspaper advertising.

To learn the newspaper reading preference of their customers, they recently made a consumer survey. The result showed one Los Angeles newspaper far ahead in consumer appeal...rich in family interest... and abundantly supplied with sales producing vitamins. The table below shows how the food-selling, home-delivered, family-read Los Angeles Times stacked up with Van de Kamp's customers!

	PREFERENCE	PER CENT
TIMES	Y. Y. Y. Y. Y. Y.	45.4%
	**	
EXAMINER	AAA	22.5
HERALD	**	
EXPRESS	AA	18.6
	*	
THE NEWS	AR	13.5

LOS ANGELES TIMES

REPRESENTED BY WILLIAMS, LAWRENCE & CRESMER NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO

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Monsanto Licks Package Puzzle of 500 Items Squeezed by War

Chemical products are distributed in everything from a half-ounce bottle to a 10,000-gallon tank car. And virtually every container is pinched by priorities. Foresight and resourcefulness enable this company to carry on. Its officers say others can do as well.

ACKAGING is a major problem today with many industries. The problem didn't develop, with crashing suddenness, the day after Pearl Harbor. It started in the U. S. back in September, 1939, when the armies of Europe began to march. Take the case of the chemical industry. Chemical manufacturers use a wide variety of packages ranging from a half-ounce sample bottle to a 10.000-gallon tank car.

tle to a 10,000-gallon tank car.

Between the two lie an amazing variety of containers, each a separate and distinct package, developed to handle a separate and distinct chemical. Because of this, the problem which confronted the industry, owing to the curtailment of packaging materials, quickly became a tremendous undertaking.

500 Items Affected

Monsanto Chemical came to grips with the problem quickly. Its case is probably typical of the crisis faced by most larger chemical manufacturers. It had to move approximately 500 different items, most of which were in containers.

T. Pat Callahan, Monsanto's supervisor of containers, says that his job was almost completed before the Japanese dropped their bombs on Hawaii. The management had realized that a holocaust was coming as soon as Germany struck at Poland and England and France were drawn into the war. It began at once to look for substitutes for any packaging materials that might be curtailed.

Packaging, as done by Monsanto, is most diversified. It produces—among other things—organic chemicals, plastics, so-called rubber chemicals, which extend the life of rubber, and anti-oxidants. Most of these are packaged in containers which must be impervious to contamination; meet with the requirements of various transportation agencies; and be satisfactory in appearance.

Monsanto went to work on the problem in cooperation with the Manufacturing Chemists' Association and the Bureau of Explosives.

"The first problem that confronted

us," says Mr. Callahan, "was a shortage of zinc. The zinc market disappeared soon after the war started. We had been experimenting prior to that with various synthetic lacquer linings as substitutions for hot dipped galvanized containers, and it was only natural when the shortage of zinc became apparent that we should accelerate our activities. As a result, we can report today that the substitution of synthetic coatings on steel to replace galvanized containers is such that we are no longer interested in the future use of zinc for containers.

Chemicals, such as anhydrides, and esters which would be spoiled by iron contamination if galvanized drums were not used, are now being successfully shipped in synthetic lacquerlined steel containers and only the advantage of economy would prompt our return to galvanized containers after the war. This was our first major substitution and it proved sound when the most serious order of the War Production Board was issued. That was Order M-81, known as the 'Tin Order' which restricted the use of tin in packaging, insofar as the Monsanto Chemical Co. was concerned, to 90% of our tormer use of tin-plated or tindipped containers—at a time when our output was sharply up.

"If the Government will allow us

to procure black plate (sheet iron) coated with synthetic lacquers, we can definitely replace all the tin-plate formerly used. If the use of black plate is more strictly curtailed, we are in position to adopt specially treated fibre containers as a further substitution.

I "Tin-plate containers were used mostly in packaging our pharmaceuticals and condiments, shipped in bulk to manufacturers and industrial users. Two years ago no one thought that anything other than tin-plate could be used for them. Necessity has amply proved otherwise."

Approximately 30% of all the steel containers used in this country, Mr. Callahan explains, are employed—or had been—by the chemical industry. With the curtailment of steel apparent, a situation envisioned two years ago, and with a large percentage of the packages used by the chemical industry made of steel, substitutions for steel became an overwhelming problem. Monscanto, long in advance of the United States' entry into the war, started research for substitutes.

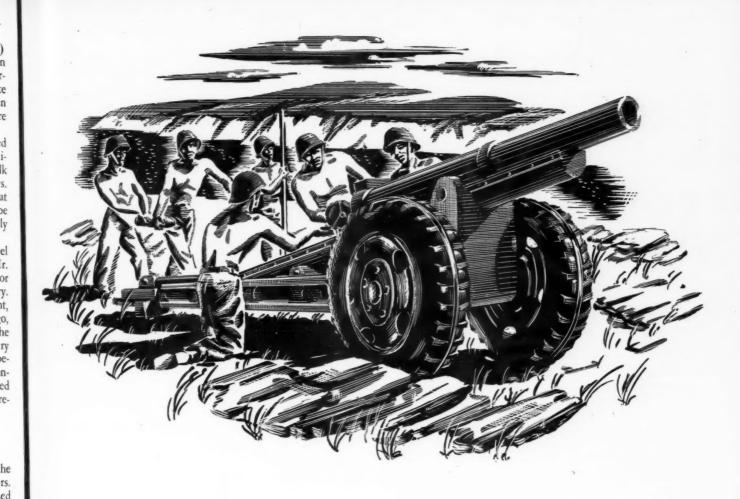
Paper Replaces Steel!

Its first major change was in the packaging of plastic molding powders. Six-ply multiwall paper bags were used in place of 57-gallon steel drums. This eliminated tens of thousands of steel drums from this service. Monsanto also substituted five-ply multiwall paper bags in the packaging of dry rubber accelerators and anti-oxidants so several thousand 55-gallon steel drums were out.

After that start, other surveys, of other products, were inaugurated and the flight from steel drums was continued. Many other items for which steel was formerly used went into substitute packages. In many cases Mon-



Evolution of a wartime package (from right to left): Steel drum, wooden barrel, fibre cylinder, multiwall paper bag. Product is Resinox plastic molding powder.



TIMED FOR RESULTS

THE artilleryman sets the mechanical apparatus of the shell for explosion at the desired instant...timed for best results...quickly, effectively.

In these fast-moving days, advertisements, too, should be properly timed to obtain the

desired impression. A fast-moving, adaptable advertising medium is essential to the correct timing of the advertiser's message.

With newspaper advertising you do not have to plan far ahead. You can "feel" your way along. You can order an advertisement TODAY for publication TOMORROW. You can move in or out at will. You can deliver your message to those you want to reach while the message is timely.

Newspaper advertising is always timed for best results.

SCRIPPS-HOWARD NEWSPAPERS

NEW YORK			1	W	ork	1-7	el	egram	COLUMBUS							Ci	tize
CLEVELAND								Press	CINCINNATI								Pos
PITTSBURGH			9					Press	KENTUCKY .								Pos
SAN FRANC	ISC	0						News	Coving	on	diti	on,	C	in	cin	nati	Pos
INDIANAPO	LIS			0				Times	KNOXVILLE				8	Ver	ws	-Sei	ntine

NATIONAL ADVERTISING DEPARTMENT . 230 PARK AVENUE . NEW YORK



DENVER	Rocky Mt. News	EVANSVILLE .	 Pre
BIRMINGHAM	Post	HOUSTON	 Pre
MEMPHIS	Commercial Appeal	FORT WORTH	 Pre
MEMPHIS	Press-Scimitar	ALBUQUERQUE	 Tribus
WASHINGTON	News	EL PASO	 Herald-Po

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

JULY 15, 1942

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HAVE IT . . . and WOW Has the Ears of 4,500,000 Radio Listeners

The ears of WOW-LAND are worth reaching with your sales messages. Their owners will spend more than \$2,000,000,000 in 1942.

You can reach MORE of these four-and-a-half million pairs of ears by using WOW ALONE, at less cost than with any combination of other stations covering the same area. Spot commercials on WOW offer you the most for your money, the best investment in advertising you can make.

BOOK TELLS WHY



santo resorted to wood and fibre; wooden barrels and fibre drums in addition to the paper sacks. Wooden barrels with wooden hoops in place of steel are being used. Multiwall paper bags, of several different strengths, have proved superior well beyond earlier expectations.

Paper has been found to be an excellent container for a large number of chemicals particularly phosphates, alums and anhydrides for which formerly steel was used entirely or in part. Not long ago Monsanto reported to the War Production Board that it had eliminated approximately 1,350 tons of steel a year in the packaging of its products to cooperate in the war effort.

Standardization of packages was another forward step. The various large chemical manufacturers, working through the Manufacturing Chemists' Association, have had a hand in this. A vast number of sizes and types of packages, considered specialties, were discontinued and a limited number of sizes and types were adopted. Shipments of non-standard orders, as, for example, requests for 19 or 27 pounds of a given product, are no longer filled. The buyer must accept a standard package. The industry has, to point to one instance, standardized two sizes of steel drums for liquids—five and 55 gallons.

"Mongrels," "Specials" Out

"Mongrel" packages have been eliminated. These are odd sizes, which were mainly packed to suit some whim of the purchaser. Also, the same size and type of package is now used for different chemicals whereas, in the past, a different package was sometimes used for each. Special packages for individual customers are out. These simplifications have speeded up production by the fabricators.

"So many different sizes and types of containers were being adopted by various units in the chemical trade," says Mr. Callahan, "that it had become difficult in many cases for the supplier and user to keep sufficient stocks on hand. So happy are we in the new simplification that we hope the present system will continue after the war."

In the chemical trade there are two types of products known as regulatory and non-regulatory. Regulatory products, in the main, are those which possess some dangerous nature. These require special control and must be shipped in packages approved by the Interstate Commerce Commission and the Bureau of Explosives. Removal of some restrictions, owing to certain critical shortages, have been worked out with no apparent bad results.

The most helpful change made by these agencies has been the elimination of the restriction which made it impossible to re-use steel drums known as "single-trip" containers. Thousands of these, mostly 55-gallon 18-gauge steel drums, have been returned to Monsanto for further use. In certain instances they may go out on many trips and still remain in first class condition. This situation emphasizes the wastefulness of peace-time America.

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"A year or two ago the future, in many respects, looked black to us," Mr. Callahan says. "Our success in substitutions has imbued us with the feeling that, come what may, with cooperation of the kind we have been receiving, we can continue to substitute successfully. While we do not go so far as to say that sulfuric acid can ever be shipped in multiwall paper bags, we do say that problems almost as difficult as that have been overcome.

How Four Firms Keep Track of Employes Now in Uniform

HE most welcome gesture a company can make toward a former employe now in uniform is to supplement his pay, and this custom is being observed in varying degrees by a large number of U. S. firms. Typical of those that go the whole way in this respect is Shell Oil Co., New York, which makes up the difference between service pay and the salary formerly earned by the worker, and, in addition, gives certain insurance benefits.

Writing to the boys—whether they write back or not—is part of the program of nearly every large company that has lost workers either through enlistment or the draft. In New York, the I. J. Fox Co. (furriers), has on its bulletin board a plea that girls write to former employes, whose names and last known military addresses are posted.

Instead of depending upon voluntary correspondents within the organization, Swift & Co., Chicago, appointed a "Miss Jane Hathaway" to answer the hundreds of letters received from former workers now in service. It had been found that many hesitated to address their letters to individuals and that they were especially reluctant to make requests of their former superiors. But they send Jane all sorts of inquiries. One even asked help in locating his wife, and another asked her to try to induce his wife to write to him. Many have asked help in

communicating with friends. In one case sheet music was obtained for a boy at camp who was organizing a band.

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Jane Hathaway takes care only of correspondence sent to the company without reference to specific individuals. In addition, key men in various branches write to boys they know, and many persons within the organization write to absent members now in the armed forces.

About three times a year the company sends a gift package to the boys. The last one contained a carton of cigarettes, a box of cookies, two bars of hand soap, a mechanical pencil and a copy of *Reader's Digest*. The house organ that had been read while on the job is also sent regularly to each absent employe.

Still in "the Family"

From the monetary standpoint, Swift is also generous. An employe who enlists or is drafted is given a military allowance of two weeks' salary, plus vacation pay (if he has not already taken his yearly vacation). Vacation pay is one, two or three weeks' salary, depending on length of service with the firm. At his departure he is also assured that his seniority rights will be protected; and if he leaves any position other than a temporary one he knows that he will be re-employed after his term of service is over, if still qualified to perform the duties of his position. (But he must apply for re-employment within 40 days after leaving the armed forces.) Military service does not constitute a break in an employe's pension record. Members of the Employes' Benefit Association receive death benefit protection, without cost, during military service.

United Parcel Service, New York, has a comprehensive program for its men in the forces. Before an employe leaves for military service, his photograph is made for publication in the company newspaper, "The Big Idea." This publication follows him to every post to which he may be assigned, and he is encouraged to write to the "Letters" page about his life in service. "The Big Idea" is also sent to families of employes who have gone to war.

At Christmastime, through the Mutual Benefit Association, the boys received boxes containing food, flashlights and cigarettes. An employe organization called the "Brown Buddy Backers" keeps them supplied with candy, books and other odd items, and members correspond with them and their families.

Most welcome of all, probably, is the vacation pay each receives, and the gift of one year's premium on \$2,000 worth of government insurance.



SIGNS OF TOMORROW are being fashioned today!

Although Artcraft* facilities are now entirely devoted to the production of war materials, we will, when the peace is won and as soon as it is practical to do so, return to the manufacture of signs that have gained a reputation of being the finest.

Many new processes and materials will come out of the laboratories, mills and factories as a result of the intensive research and experimentation now being done in the interest of winning a permanent peace for humanity. Mindful of our position in the sign field as the world's largest manufacturer of all types of signs, Artkraft* engineers are constantly studying these new developments so that we may again assume leadership in our industry.

Good dealers have been lost by thousands (business casualties of the war period) . . . there will be a scarcity for some time to come. But just as we have helped America's leading merchandisers to build stable distributing organizations in the past we will help them again. Yes! They can again look to us for the signs which will be so vitally necessary in the rebuilding of dealer organizations. They will not have forgotten that Artkraft* proved that signs will increase sales 14.6% and that national advertising can be made five times as effective through their use.



Hasten the return of peace by buying bonds and stamps today.

– by ARTKRAFT° SIGN COMPANY

General Offices: 1000 E. Kibby St., Lima, Ohio, U. S. A.

*Trademarks Reg. U. S. Pat. Off.

Campaigns and Marketing

Keep Well Crusade

Institute of Life Insurance, N. Y., proclaims in 281 newspapers, "Just by keeping, well you can help win this war."

Copy, worked out with Dr. Thomas Parran, Surgeon General of the U.S. Public Health Service, explains, "Nearly one-third of all our physicians and nurses are going to war. The time of the remaining civilian medical forces is limited. So we simply mustn't get sick if we can possibly avoid it. If we do we lost time from our jobs, upset our families, slow down the whole march to victory." Five simple rules to keep well are given. Newspaper copy is supplemented by posters in factories, offices, etc., and local life underwriters' associations will distribute promotional material to enlist the support of local civic and defense groups.

J. Walter Thompson, N. Y., has the

Ford Back on Air

Ford Motor Co. returned to network radio July 12, sponsoring news broadcasts on 107 Blue stations seven nights a week.

Earl Godwin, veteran Washington newspaperman and broadcaster, handles the assignment, doing two broadcasts each night. The first, from 8 to 8:15 p.m. EWT, is for eastern and middle western audiences. The second—from 11 to 11:15, is for Rocky Mountain and Pacific Coast listeners. He confines himself to straight news coverage, with no interpretation or opinions.

Agency: Maxon, N. Y.

Bottled-in-Bond

National Distillers Products Corp., N. Y., has begun "the biggest Summer ad campaign for bottled-in-bond whiskies in the history of the industry." Small space insertions, some as frequently as every business day, are punctuated by 400 and 600-line ads in newspapers of 132 cities.

Old Overholt and Mount Vernon ryes, Old Grandad and Old Taylor bourbons are the brands being plugged. Their opportunity for increased sales is greater because gin and rums are scarce. (The war has taken the alcohol and sugar normally used in those beverages.) Each brand is getting individual copy, with the quartet being featured in some markets.

Agency: Arthur Kudner, N. Y.

Kolynos Tooth Powder

Kolynos Co., New Haven, utilizes national magazines for the first time in its 34-year history in introducing a new tooth powder. "Super-fine because it's super-pulverized, super-efficient, super-flavored, too" copy claims.

Full pages in two national weeklies and a monthly; complete programs and spot announcements, day and night, on all four major networks; counter displays delivered by Western Union to every druggist in America are the chief elements in the campaign.

Blackett-Sample-Hummert, N. Y. office, is the agency.



A toothpaste veteran plunges on a new product in a new medium.

Pard's Progress

Canned dog food, selling at the rate of 700,000,000 pounds a year, second only to milk as a tinned food product, was the first, greatest and most complete industrial casualty of the war. Built from scratch in less than 20 years, it vanished under wartime orders, almost overnight.

Swift & Co., manufacturer of Pard, which was the No. 1 seller in the field, re-entered the market in June with a dehydrated dog food, under the same name, packed in pasteboard containers. With limited distribution established, Swift launched its advertising campaign on June 28.

Newspapers in 26 major markets were used for the kick-off. Eighteen were papers using *This Week* as a supplement; 11 rotogravure sections; 29 pages in four colors in all. Other media employed immediately were

Woman's Day, the A. & P. store publication, and Family Circle, issued by Safeway Stores. Dog World, Dog News and the American Kennel Gazette are to be used a little later and, in the veterinary field, the North American Veterinarian and the Journal of the American Veterinarian Association. National magazines are on the schedule for Autumn. Agency: J. Walter Thompson.

Swift employs over 3,000 salesmen and, with few exceptions, these handle the full Swift line. One of the first problems faced was to acquaint these salesmen with the new product. It was done by word of mouth, at meetings and conferences, by direct mail and through the company's specialized house organ, "Canned Meteor," for salesmen to keep them posted on all tinned products. The regular house organ—"Swift Merchandiser," for the sales organization, and "Swift Arrow," for all employes—also carried complete picture stories.

The salesmen in turn distributed point-of-sale material to dealers; broadsides, window and counter pieces and a diecut counter card, in color, into which a sample package is inserted through a loop. Dealer acceptance came so swiftly that a new problem arose at once. Even a company as large as Swift cannot swing to a new line of production suddenly and get full volume. So, following the government's cue, to date Swift has had to resort to rationing. Only limited orders are being filled.

Still, when a new product goes onto the nation's shelves, the public must be introduced to it. Swift, using a list of dog owners, sent out hundreds of letters with a sample of the new food attached.

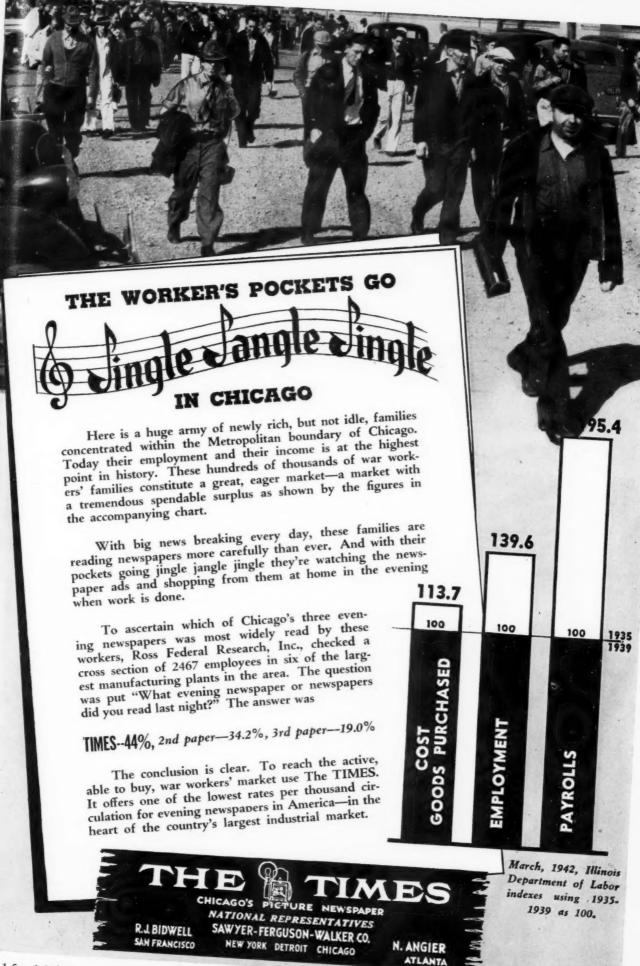
Says C. M. Olson, manager of the Pard department, "We were immediately flooded with letters from dog owners. We had never anticipated any such response."

With the conversion to dehydrated dog food, an odor, to make the dog happy, was wanted. Swift's laboratory tried adding garlic, onions and other products that give off scents. Dogs liked the garlic and onions, but housewives didn't. Finally a trace of anise was settled upon.

"Dog food has an important place in wartime economics," says Mr. Olson. "Manufacturers of dog foods use scraps and cuts of meats which, while nutritious, are in limited demand for the table."

Through the development of dehydrated "meat-base" dog food Swift, and other manufacturers, have apparently saved from oblivion an industry that has run up about \$50,000,000 a year in sales.

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Carstairs Men Use More Mail And 'Phone...Less Tires and Gas

Hardboiled plan cuts down personal calls and car mileage but keeps contacts close-knit to get orders today and protect business tomorrow—Wholesalers included, and benefit, too.

Based on an interview with

PHILIP J. KELLY

General Sales Manager, Carstairs Bros., Distilling Co., Inc., New York.

ITTLE things" like the rubber shortage and gasoline rationing add to the burden of selling all right, but they don't throw Philip J. Kelly, general sales manager of Carstairs Bros. Distilling Co. Inc. He has devised half a dozen ways of making it easy for his salesmen to continue to do businesseven though they can't make as many calls as they used to make before Pearl Harbor and the Battle of the Atlantic. Heavy use of the telephone and several kinds of personalized letters and cards from his men to their customers are keeping contacts close-knit and are getting the orders.

"If our gas-saving, win-the-war sales program saves us a little money over pre-war costs," Mr. Kelly said, "of course, that will be fine. But we are not primarily interested in selling costs right now. Our chief problem is how to make any sales at all to the outlying, hard-to-reach, less active accounts. Furthermore, we take this war seriously, and we want everyone else in our industry to take it seriously. We want to impress on members of our own organization, on members of distributor organizations, and on the retail trade that this war is not a comic-opera war. We want to help make them see that it is an all-out war, that it is a war for survival. We help them to understand the gravity of the situation when we change our methods of going after their business.'

Six methods now in use in the Carstairs organization that could be adopted to almost any sales organization are

1. Hard-boiled routing of salesmen. As Mr. Kelly points out, every sales manager knows that better routing will cut down a salesman's time and his selling expense; but in peacetime it is difficult to make a real routing plan stick. Now that the country is at war, however, Carstairs salesmen are finding out that the company is not fooling when it says, "Plan your work, and work your plan."

Each territory-even each salesmanmakes a plan that fits that particular area. No region is "cleaned up" any more just any more just because a man happens to be in it. Firstline customers get personal attention-but not as much as before. Lesser ones get even less. Car mileage must be cut down, Telephone and mail fill in the gaps—for customers of all classes—as related later.

2. Sharing the gas and rubber. In the li-quor business, salesmen for distillers usually make their rounds in company with a salesman for a distributor. In peacetime, the distiller's salesman ordinarily furnishes the car, the gas, and the rubber. Now, how-



WE WANT YOU TO UNDERSTAND, MP. BALDWIN -

... want you to know it's not neglect that might keep us from calling on you as often as in the past.

....I want to do my darndest to keep supplyin' you with all the CARSTAIRS you need and give you the best of service and deliveries even in these UNusual days.

.the government demands that every citizen, every company, do everything possible to conserve. No tires, gas rationing, make cars last longer, conserve, conserve, conserve.

....mo-o-o one call will have to do where two or three occurred before! We'll have to use the phone more often, we'll have to contact you by mail and got orders by mail.

....by working together, we help the good old U.S.A. and keep things functioning as near normal as possible.

....I'm enclosing an Order Card, it's stamped. It's got your name typed on it. If you need some CARSTAIRS before I get around to seein' you, just fill in the card, SIGN it and mail it. I'll give it immediate attention and the goods you need will be RUSHED to

....hope you understand and hope you'll not forget me or CARSTAIRS if we fail to knock on your door as often as we've been doing in the past.

Jaskea

J. A. SHEA

I'M LOOKING FOR AN ORDER FROM YOU!

Short on rubber, short on gas BUT still

Loung on CARSTAIRS. It's patriotic to CARSTAIRS. It's patriotic to Superioric to Incomparate to the CARSTAIRS of things going as to keep shocked up, help satisfying your customers, heep satisfying your customers, teap satisfying your customers, teap satisfying your customers, teap satisfying your customers, teap and MAIL this CARSTAIRS ORDER CARD and MAIL this CARSTAIRS ORDER CARD and MAIL this CARSTAIRS ORDER CARD

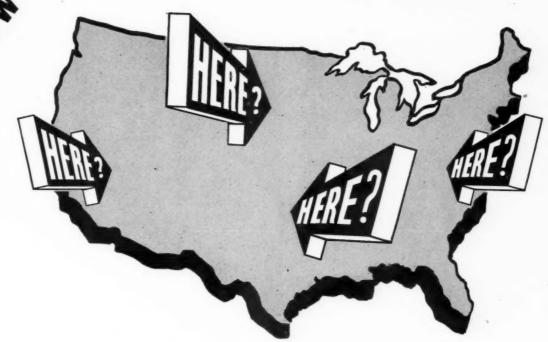
FRANK O'BRIEN

3250 Elmwood Ave. Rochester, New York

Carstairs Bros. Distilling Co., Inc., Baltimore, Md

Personalized letters and postcards are saving Carstairs much car mileage—yet they help bring in the orders. They play up the names of the customers, and the names and pictures of the salesmen—to substitute for many a personal call that can't be made during wartime. They offer return cards (left) to make it easy for dealers to send in orders.

WILL NOUR RADIO PROGRAM DOING



You can use any of several excellent services to find out how many people listen to your show. You'll get a general or national picture.

If your sales lag in some places—if your program doesn't seem to click in others, that's your cue to use Ross Federal's coincidental facilities right in those marketing sore spots. Ross Federal can go to work for you in one market or many, separately or simultaneously, to point up weaknesses and uncover the information you need to guide you.

Why not ask your advertising agency, right now, to tell you more about Ross Federal coincidentals, the swift and economical way to analyze your radio promotion. Rare indeed is the Ross Federal coincidental study that doesn't syphon up some important data. These little suspected facts will pay for the study many times over.

WHAT ROSS FEDERAL DOES.

CONSUMER INTERVIEWS

Person to person—by telephone or mail

RADIO COINCIDENTAL SURVEYS

CONFIDENTIAL SHOPPING STUDIES

DEALER INTERVIEWS

Inventory and point of sale display checking

READERSHIP STUDIES

OUTDOOR ADVERTISING CHECKING

TRAFFIC CHECKING

*For a detailed presentation of Ross Federal's many research services write for a copy of SOUNDINGS.

ROSS FEDERAL RESEARCH

CORPORATION · 18 EAST 48TH STREET, NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST

JULY 15, 1942

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FIRST with the Facts!



"Here's how it works-with every wage increase, we're allowed a new RFC loan so we can sell at ceiling prices and still stay in business!"

ever, distributors are told that although Carstairs no longer can supply 100% of the transportation, it will be glad to operate on a 50-50 basis. "You use your car today, and we'll use my car tomorrow.

3. Personalized, cartoon-illustrated letters. A series of breezy letters has been prepared at the top in two colors. The name of the recipient of the letter is in the balloon that goes with the cartoon and is repeated in the salutation. The letters, signed by the salesman, are sent to retailers asking for salesman, are sent to retailers asking for business, and a return postal card addressed to the salesman's home address is enclosed.

4. Double postal cards. A series of several illustrated double postal cards has been prepared in red and black, green and black, and blue and black. Each card carries a candid photograph of the salesman along with a short, catchy sales message. The return half of the card, addressed to the salesman's home address, gives an opportunity to order Carstairs items and also any competitive items the dealer needs. "We are pleased to accept your order for other mer-chandise," the card says. The dealer indi-cates what job er he wants to handle the business.

5. Telephone solicitation. A personalized postal card in two colors has been prepared that shows a picture of a cartoonist's idea of a red and white cow. A balloon from the cow's mouth reads, "Mr. Baldwin, this ain't no bull!" The card explains about the gas and tire shortage and says, "I'm

goin' to TELEPHONE you in a few days. Hope you'll figger your requirements and be just as glad to give me your order by phone as if I was ON THE SPOT with the ol' order pad." The card contains a photograph of the salesman's head.

Phone calls are made by the salesmen each day at the appointed time mentioned on the card. They are made after the sales-man gets into the territory—not from a dis-tance. This reduces toll charges and gives the customer the feeling that the salesman

is really on the job . . not sitting on his tail in the home office.

As a follow-up, if the telephone solicitation fails to produce the desired order, a double postal card is sent. The return half is like the order cards already described. The half that is addressed to the retailer shows the salesman sitting at a desk and saying, "I'm following you up!"

6. Ideas for distributors. Distillers are not allowed to furnish their distributors with mail order campaigns, but Carstairs is explaining to its distributors that the dis-tributors, too, ought to begin using the mail and the telephone more. Whenever Carstairs executives have a distributor meeting, they not only show the mail and telephone campaigns they are using themselves, but they urge the distributor to use similar campaigns himself. In fact, orders are taken for a distributor's mail and call campaign—the full cost being paid by the distributor.

Ordinarily an account of a new method of covering a territory would not be complete without some idea of comparative costs. The fact is, however, that these Carstairs mail and telephone campaigns are so new that costs are not yet known. The telephone campaign was inaugurated as a tryout by one salesman about one week before this article was written. When 50 calls brought 47 orders, that was good enough for Phil Kelly. The double postal card campaign started with the mailing of the first card in the series only a day or two later. The letter In

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series began July 6.
"I'm glad," Mr. Kelly said, "to present our plan to other sales managers at this time, because I believe no time should be lost in having manufacturers comply with gas and tire allowances and, in addition, do everything they can to educate wholesalers and retailers

to do likewise.

'Even if we did not make a single sale," he said, "an effort of this kind still would be worth the comparatively small amount of money it costs. We believe, however, that we are going to get a lot of business as a result. are sure we will build prestige for ourselves with our distributors and with retailers that handle our merchandise.'

"Ingenuity and Work"

Phil Kelly became general sales manager for Carstairs in December, 1939, only a month after the company had launched Carstairs White Seal. Although the product even now is sold only along the Eastern seaboard plus one or two other states, it is currently selling more than one million cases a year and is probably one of the half dozen leading items in the national picture in competition with thousands of other brands.

Mr. Kelly is a great believer in dominant newspaper advertising that follows the pattern of large illustration of Whitey, the famous seal; large reproduction of the product; and comic He encourages his strip-type copy. sales force to bombard him with suggestions of all kinds and gives frequent public recognition to men whose ideas are practical and who in other ways demonstrate their ability.

Before coming with Carstairs, he had been sales promotion manager for Colgate-Palmolive-Peet Co., and advertising manager and assistant sales manager for B. F. Goodrich Co. He has served several terms as vice president and director of the Association of Na-

tional Advertisers.

His wide experience makes him no stranger to sales problems. So he takes today's handicaps in his stride. Shortage, rubber and gasoline are "just a couple more things that ingenuity and work can overcome."

Industrial Ad Men Sharpen Up at Atlantic City "War Conference"

Plan even more ways for advertising to aid war production and help "win the peace"; Elect Herb Mercready N.I.A.A. president; unify war work of all 25 chapters.

NDUSTRIAL advertising men are fighting this war in many ways. Seven hundred of them checked up on what they have done-and what they ought to doat the hastily-arranged War Conference of the National Industrial City, N. J. June 29-30 and July 1. It was a serious-minded convention, full of intensity and purpose, marked by several visible indications of "this war that's now going on right out there across the Boardwalk from us." The hotel these men were in-the Traymore-was taken over by the Army while they were there. Furniture, carpets and rubber plants began to move out on the last day of the convention.

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The main themes of the Conference were: How can we stimulate production drives in America's war plants? How can we make advertising do its full part while this war progresses? What can we do about planning for after the war? The main actions were: Election of Herb V. Mercready president—he is sales promotion manager of Magnus Chemical Co. and has been acting president of N.I.A.A. for several months; award of top honors to RCA Manufacturing Co., Inland Steel Co., and Keasbey & Mattison Co., for best "war portfolios" of advertising among 118 submitted; creation of a War Activities Committee under Chairman Wilbur Cordes of American Steel & Wire Co. to link up and supervise various war projects by the 25 N.I.A.A. chapters with their 1,900 members.

Put "Drive" Into Production

Dealing stoutly with the win-thewar importance of production drives in plants, A. M. Staehle, publisher of Factory Management and Maintenance gripped his audience from his first word to his last. He thinks too few executives realize this importance—even though only a 5% production jack-up would add enough American tank, plane and gun output in a year to have saved France. He feels America isn't awake yet to the absolute necessity of such drives. During the first 100 days after Donald Nelson appealed for them, March 2, only 900 companies responded—though the number has increased since—and

too many of these either didn't know how or didn't go into them wholeheartedly. Some companies, however, had the right attitude, used effective methods and achieved mightily.

Good labor relations are at the heart of any production drive, he maintains. Of course, employe moralebuilding didn't start with Donald Nelson's appeal on March 2. It started in some plants long ago; in others it hasn't started yet. "It started in your plant the day your management first realized that the American worker is not a mere commodity but a human being with the same fundamental characteristics, regardless of the industry he works in or the job he holds." So Mr. Staehle struck hard for better recognition of labor-more confidence in labor-management committees which ought to be given a full voice in any plant, if production is

SALES REPRESENTATION in the Pittsburgh District

N THE TRI-STATE AREA surrounding Pittsburgh, we can look after the sales interests of a few non-competing firms. Our offices and conference rooms are conveniently located, well appointed, adequately equipped. Our trained personnel is made up of men beyond the draft age, experienced in selling to industry direct, through wholesalers, and also through retail channels. They are provided with cars and travel the field thoroughly. We have acquaintance with buyers, knowledge of markets. With concerns already established in this territory but hampered by wartime shortage of man-power, exchange of references and all pertinent information is invited. Box 1014, Sales Management, 386 Fourth Ave., New York.

AKRON EMPLOYMENT INCREASES 50 PERCENT IN 18 MONTHS

A Chamber of Commerce survey of 125 of the largest employers in the Akron District reveals that these firms now have 93,000 persons on their pay rolls, an increase of more than 50 percent in 18 months.

The Chamber's report also points out that 17,000 additional persons will be needed by the end of the year and by this time next

year, when peak production is expected, 7,000 more jobs will have to be filled.

Buying habits of Akron's war workers are formed by the advertising columns of Akron's only newspaper. If you want quick results place Akron and the Beacon Journal at the top of your list for your next sales promotion.

AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta



ravelers who know their hotels prefer the Bismarck in Chicago. That's why 67% of our guests have stopped with us for many years They enjoy the convenient location, the friendliness and comfort...the renowned cuisine in our five dining rooms. OTTO K EITEL Mng. Director

really to hit full stride.

The creation of these labor-management committees, said Mr. Staehle, marks the first time in American history when management and labor have sat down together, on a national scale, to make joint plans to meet a common enemy." Instead of fearing that this may put labor into management, Mr. Staehle feels it will improve labor relations after the warthat "it will not only help to win the war faster; it will go a long way toward winning the peace."



A. M. Staehle, publisher of Factory Management and Maintenance who stimulated the Conference on "Produc-tion Drives."

With labor relations good and employe morale high, production drives an really get results because then labor isn't suspicious of management, union leaders aren't spreading real or fancied gripes, employes don't think

a speed-up is merely to make bigger profits. Instead, men can be shown how their particular jobs count in the war, they can understand delays owing to unavoidable slow deliveries of material, they can be rallied to a supreme effort against time losses, tool spoilage and wastes. The purpose of a production drive is to produce more essential war goods in spite of all manner of obstacles this country faces right now.

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With labor relations good, the force of advertising and promotion can put the "drive" in any production drive. That's the advertising man's job. He can-and must-glorify the worker as a soldier of production. He can help to build up in this country the will to win. He has now become "an essential arm of the public relations, personnel and production departments

of his company."

Quoting Marshal Foch, Mr. Staehle closed: "The human soul on fire is man's greatest weapon.' Do everything you can to forge that weapon while you have time.

How to Stimulate Workers

Illustrating how Westinghouse strives to do that very thing, J. M. McKibbin, promotion and training manager, displayed the Westinghouse film, "Let's Show 'Em!". Many other films aimed at the same target were also run off during the convention. C. N. Kirchner, of the Independent Pneumatic Tool Co., described that company's "Produce the Plus" campaign which roused workers. He urged the use of local newspaper advertising and radio, in addition to the usual bulletin boards, house organs, suggestion boxes, etc., to make workers proud of their own war production jobs. C. J. Symington, president of Symington-Gould Corp., said the use of blown-up photographs of the company's own employes at their work helped make the S-G production drive a success. Many other "drive" plans were described.

Advertising Fights the War

Advertising's own part in the war got a great deal of attention in a dozen talks. Vernon Van Diver, advertising manager of Union Carbide and Carbon Corp., made clear its importance by showing how advertising in industrial publications jumped in the last war just as it is doing now. It's big job in war is to carry useful war work information from those who have it to those who need it-on the nation's tremendously lengthened production lines. There are few other channels left open now for this vital service. It is mass education that saves





time just when the country needs every minute. And it builds for the future just when that, too, is needed. But it must transmit useful facts and plenty of them. His exhibits showed that today's advertising does this job far better than advertising in World War I. Earl Shaner, president of Penton Publishing Co., urged even greater concentration of useful advertising upon wartime problems, with an eye also to preparing industry for peace.

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ves N T With 10,000,000 workers moving into war production during 1942 to augment the 7,500,000 in it at the start of the year, industrial advertising has a stupendous job of education on its hands, Harvey Conover, president of Conover-Mast Publishing Co., declared. But the job has to be done and nothing else can do it as well.

Washington Okays Advertising

To prove that Government realizes the importance of advertising in the war, John H. Morse, chief, Division of Commercial and Economic Information of the Bureau of Foreign and Domestic Commerce, read a telegram to the convention from Jesse H. Jones, Secretary of Commerce: "I congratulate the members of N.I.A.A. on the job you have done in proving the many values of advertising to a free nation fighting to maintain its freedom. If there were no other reasons why the Department of Commerce believes in it, advertising's contributions to speeding war work would be sufficient.'

The Army, believing fully in advertising's power, censors it, said Lieut. Richard Powell of the War Department, only to make sure that, 1. It never reveals information useful to the enemy; 2. It never indicates the Army favors one maker's product over another; 3. It never presents the Army in an unfavorable light. "This is war," he said, "and you advertising men have a part to play from now until we play Taps for the Axis."

Roy V. Wright, vice-president of Simmons-Boardman Publishing Co., congratulated advertising men on the value to readers they have put into today's industrial copy. In interest, he thinks, it parallels editorial pages, and editorial pages, too, are far more useful than they were in the last war because business paper editors have won the confidence of business and government executives through much closer contact. Editors today are welcome in high places, throughout industry and even in the White House.

Sales officers had things to say in the Conference, too. Louis Brendel of Manning, Maxwell and Moore, displaying and tearing off one big cartoon sheet after another with much "zing," showed why industrial companies must not neglect their jobbers during war time even though available goods are few. In fact, that's the very reason why there should be no neglect. Jobbers are worried. Regular calls by salesmen—and regular letters to jobbers' salesmen—help solve a lot of problems and keep up good will for the future. His biggest idea was that a company that offers a good margin, even on a small volume

of products, is going to get a jobber's best efforts, and maybe maintain that jobber in business—*if* he keeps eternally selling the idea to the jobber.

"Paratroop selling" was the theme of Charles G. Pyle, general sales manager of Hygrade Sylvania Corp., who told how he uses salesmen as his "intelligence section," scouting the field to find where business is, what its requirements are and how to service it. He ties them up closely with the company's design engineers who meet new needs with new products,



Announcing

Sales Management's

<u> First</u>

Book of Cartoons

The best cartoons that have appeared in Sales Management in the last five years have been assembled with loving care in a handsome, sturdy book. It needs to be sturdy, because salesmen and sales managers will pass it around plenty. For these are the side-splittingest sales cartoons of 130 issues.

Home office, branch offices, and most of all salesmen now in uniform will appreciate the book as a gift. Customers and prospects, too, will chuckle at the more than 70 cartoons. "Gertie and Dot," those divine dumbbells, are well represented. So are the stuffed shirts and the other all-too-human practitioners of the ancient art of selling.

Publication date August 1.
Regular price of SALES
MANAGEMENT'S Book of Cartoons is \$2 a copy. But if
you hurry you can get a copy
for \$1.50; for 12 or more the
price is \$1.10 each. After
publication these prices go
up. So you'd better dictate
an order RIGHT NOW.

SALES MANAGEMENT'S BOOK OF CARTOONS

386 Fourth Avenue New York, N. Y. his commercial engineers who supply the sales department with exact data for customers, even his factory managers who know when and how products can be delivered, and with his advertising department which gathers material and information. Today his company is all in the sales department and the sales department is all over the company.



Louis H. Brendel, of Manning, Maxwell & Moore, Inc., said: "Don't neglect your jobbers in wartime!"

Lyon Metal Products Co. didn't quit selling just because much of its normal market disappeared and it had to do business mainly with Uncle Sam, said Leonard Rhodes, advertising and sales manager. Instead, it kept its 200 salesmen on the road digging constantly into every field and central office of the WPB, Army, Navy and Air Corps, finding out what products could be sold to the Government, devising new products to meet old needs, and selling their company at every opportunity. Lyon set up its own "war production board" to handle business. Result: Lyon is definitely alive and thriving.

Ways to Win the Peace

As for post-war preparation, one thought-provoking speaker—Stanley Knisely, executive vice-president of Associated Business Papers—challenged the industrial advertising managers of the country. He said they, above most men, have the greatest opportunity to gather data, plant them where they will have the deepest effect upon business executives and lead in educating the country in ways to win the peace. And if we wait until the last shot has been fired, that will be too late.

The peace can be won, he thinks, only by raising the whole world's standard of living—by helping the people of China and every other country to live better, eat better, sleep better. This calls for us to produce always more, not less. We already have vast productive power, but we have to

make our production and distribution far more efficient. And the basic philosophy behind big production must be changed. Executives must be educated to produce goods for the sole object of making more for less for everybody everywhere. Industrial advertising men are in a swell spot to lead in that job of educating their own executives and the nation as a whole.

Mr. Knisely thinks people of all classes in many countries are already changing their ideas to pave the way for the kind of peace we must have—and are saying so publicly, thus providing advertising men with the ammunition they need—a peace giving labor a fuller share, removing all restrictions upon efficient high production of everything, demolishing high protective tariff walls.

Thirty other speakers—including Marlene Dietrich and Newsweek's board of wartime experts—dealt with various war, advertising, and foreigntrade-after-the-war subjects.

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Herb V. Mercready, sales promotion manager of Magnus Chemical Co., and new N.I.A.A. president.

The complete roster of N.I.A.A. officers chosen at the convention, in addition to President Mercready follows: Vice-presidents: Allen B. Colby, advertising manager, National Supply Co., of Toledo, Ohio; F. L. Lackens, advertising manager of the Hays Corp., Michigan City, Ind.; Wilmer H. Cordes, advertising manager American Steel and Wire Co., Cleveland, Ohio; A. H. Neher, sales promotion manager, Century Electric Co., St. Louis, Mo.; Harry Keene, advertising manager, Grinnell Co., Providence, R. I.; Robert J. Barbour, assistant advertising manager, Bakelite Corp., New York City; J. A. M. Galilee, assistant advertising manager, Canadian Westinghouse, Ltd., Hamilton, Ont.; H. S. Schuler, sales promo-tion manager, Westinghouse Electric and Manufacturing Co., San Francisco, Calif. Arnold J. Andrews, assistant manager of Bucyrus-Erie Co., of South Milwaukee, Wis., was named secretary-treasurer.



ETTER ROUND TABLE

If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send It In. It May Win a Round Table Prize.

Bidding "So Long" to Civilian Customers for the Duration?

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Many companies nowadays are abandoning all civilian business for the duration. They shouldn't leave their dealer organization dangling in the air without an explanation or with only a curt announcement.

Royal Typewriter Co., portable division New York, says "au revoir, but not good by" about as gracefully as possible. Perhaps, if you are in a similar position, you could adapt Royal's letter. It's worth considera-Writes Sales Manager Roy Shoup:

"We have always looked ahead to serve our Dealer Organization and we now realize "All Out Program To Win This War will curtail our effort to bring merchandise aids or create new and improved methods

of selling.
"While our Portable Division will be maintained, our field personnel will be transferred to other Royal activities. Thus we will not be able to have the personal contacts through Mr. E. F. Vreeland that we have had in the past, as he will assume another phase of the Company's operation.

"Let me assure you, though, that the Portable Division will continue to think of your interests, and I would like to hear from you at any time and be of any service I can.

We are proud of our Dealer Organization. We are proud of the years we have worked together, and we cannot put enough feeling into our saying "Thank You" to ex-press all of the gratitude we have for the

magnificent support you have given us.
"This is not a farewell. It's just "Time Out'—time out to fight and to help win a And as we leave the Portable business for a while, we leave it with the word that we'll be back. Again many thanks for your splendid confidence in supporting Royal Portable Typewriters."

How to Outwit Rivals Who Dodge Product Rationing

Competition changes with the times. The thiseler who used to cut prices or warble the siren song, "I can get it for you whole-sale" now advises customers, "Shortage? Poppycock! I'll get you all you want."

S. H. Clausin & Co. has an effective method of nailing down these slippery gentry. In a letter to dealers the firm as-sures them that honest impartiality is the only fair way of handling rationing, and that it pays in the long run. But let Clausin speak for itself:

"If you haven't had this kind of competition . . . yet . . . you may before very long. It's a favorite way of enticing a

good customer away from you.
"This gentleman figures that here is a clever way of making a big hit with your customer (or our customer). He knows that apportionment is necessary if everyone is to be treated fairly. But he plans to cut someone else shorter than usual to make this one big splurge.

"And after that . . . what?
"After that, the customer thus weaned away and safely in the fold (as he consid-

away and safely in the fold (as he considers) suddenly gets cut for another customer... and still another one, until he begins to wonder which side of the buzz saw he has walked into.

"There is only ONE way to handle a stringency in goods and that is by fair and square apportionment. If you KNOW that EVERYONE ELSE is likewise being prorated in the filling of orders, you'll feel better about it and have confidence in those better about it and have confidence in those dealing with you.

'This is the square and honest way of

doing business.

"S. H. Clausin and Co., proposes first of all to protect its friends and customers, but it will do so in a way that is fair to everyone. The shortage requires pro-rating of shipments, and at Clausin's it will be an EQUITABLE apportionment. If your coder has been pro-rated you may be sure order has been pro-rated, you may be sure that all other orders in our office have re-ceived the same pro-rata division.

"No favorites one day and orphans the

next.
"Large lot, cash buyers have long since learned that our merchandise is not for sale—at any price. Our allotments will be held for equitable distribution to you and other good customers of long standing. and always in the sincere hope that no one will be forced to suffer excessively."

Prize-Winning Letters for June

H. J. SCHERCK Assistant Sales Manager A. S. Aloe Co. St. Louis

PAUL S. WEINER Sales Manager Chicago Curled Hair Co. Chicago

S. H. Clausin & Co. Minneapolis-Spokane

Here's a Persuasive Way to Say "Let Our Salesman Call"

H. M. Stanley, of United Autographic Register Co., Chicago, sells business sys-tems. His letter to prospects which seeks to arrange an appointment, however, is so clear, convincing and courteous that it would-with a little tailoring-fit dozens of

other lines. Says he:
"Can the Uarco representative really do a
job of helping you to speed your war ef-

"That's a mighty good question, and one which we would like to answer frankly. We believe that he can help you. Here are three important reasons why.

First of all, the Uarco man is essentially a business systems man. All the training which he has had with our company—all the schooling—all the literature which he receives is of a systems nature, so that morning, noon and night, he is studying systems. That helps him immeasurably when he tackles your systems problem.
"Secondly, in his daily contacts, he meets

many folks engaged in defense work, just as you are. To these men, he must present an intelligent, sound recommendation for improving their business systems. He must point out how they can save man-hours increase production-reduce delays and er-

"Third, he is practical. No theoretical ideas will be dished out. Instead, he would like your permission to study your problems first hand, review the system you are using at the present time, and in every way make certain that his recommendation would really be to your advantage. After this review, he would talk to you about the suggested plan, and give you an idea of how little it would cost to have the additional convenience and service that you would get from a Uarco System.

"Would you be willing to spend fifteen minutes to a half hour with a fellow who is vitally interested in your problem? In studying your requirements, he will put in many hours in addition to the few minutes

which you spend with him.

"If you are willing to talk it over, just jot down the time when you'd like to talk with him and you will find him on the job to serve you.'

Letters which have brought results for you may be readily adaptable to another line of business—and vice versa. The Round Table is a means of exchanging such letter ideas with mental stimulus and modest cash prizes as the rewards.

Media & Agency News

Agencies

Creative work of four agencies—Lord & Thomas, Newell-Emmett, Kenyon & Eckhardt and William Esty & Co.—was largely responsible for New York City's recent War Bond pledge campaign. Some 2,000,000 New Yorkers, or an average of more than one to each of the city's families, signed for it—usually on a 10% of salary basis. A total of 193 companies provided more than \$200,000 for advertising space. Executives of Arthur Kudner, Inc., handled production and space buying.

New York City's experience is cited as an example of what can be done, in every phase of the civilian war effort throughout the country, when the work is harnessed to planned and potent advertising. The current nationwide salvage campaigns are only the start of a widespread, consistent, integrated program to get 130,000,000 U. S. civilians behind the fighting forces.

More agency men are going into military

work—among them Kenneth Collins, from Arthur Kudner, Inc., to the Army Air Force; George I. Bushfield, vice-president of Batten, Barton, Durstine & Osborn, to the Navy, Gil Stender, account executive of Benton & Bowles, to the Navy; John D. Upton, account executive of N. W. Ayer & Son, to the Army Engineer Corps; Joseph T. Coenen, a partner in Alley & Richards, and Rodman Caterson, production manager of Campbell-Ewald Co. of New York, to the Army Air Force.

Roche, Williams & Cunnyngham, Chicago agency, opens a New York office at 400 Madison avenue, with Richard A. Porter, vice-president and general manager; Gordon Cooke, vice-president in charge of copy, and Harold Kemp, radio director. . Bruce Angus, from Harry A. Berk, Inc., forms Bruce Angus Advertising Agency, 420 Lexington Avenue, New York. . . Grant & Wadsworth and Casmir, New York, resumes the name of Grant & Wadsworth. . Robert B. Grady Co., New York, is elected a member of American Association of Advertising Agencies.



Bruce Angus, from Harry A. Berk, Inc., forms Bruce Angus Advertising Agency, N. Y.

THE BEST PLACE COMPLETELY AIR CONDITIONED RATES FROM \$3.25

ASK ANY
SALES MANAGER
WHO Travels



They all agree . . . for convenience, comfort, beauty and service . . . you can't beat The Biltmore in Los Angeles. Center of business and social life, home of the world-famous Biltmore Bowl . . . the most distinguished address in the West.

1500 ROOMS ALL WITH BATHS Singles \$4 to \$8. Doubles \$6.50 to \$10.

THE BILTMORE HOTEL
LOS ANGELES . CALIFORNIA

Gordon Cates has been elected vicepresident of Young & Rubicam, Inc.



Gordon Cates, Swan soap account executive at Young & Rubicam, is elected a vice-president. . W. Ward Dorrell, from Paul H. Raymer Co., joins Henri, Hurst & McDonald, Chicago, in charge of radio. . . Harold F. Clark, recently promotion manager of Good Housekeeping, and George B. Brown, from J. Walter Thompson, join Compton Advertising, Inc., New York. . . Owen B. Smith, from Campbell-Mithun, Inc., Minneapolis, is now a food account executive with Leo Burnett Co., Chicago. . . George F. Stanfon is named media director for the Chicago and Minneapolis offices of McCann-Erickson, succeeding G. Victor Lowrie, transferred to Minneapolis in a food executive position. . Vic Knight becomes executive director of radio for Biow Co., New York. . . Langley C. Keyes, from Badger & Browning, joins Alley & Richards Co. in account executive and creative work. . . William P. Maloney succeeds H. Wieand Bowman, now with the Navy, as publicity director of B.B.D.&O. . . James A. McNally is elected vice-president and director of Albert P. Hill Co., Pittsburgh.

Accounts: Ford Motor Co., places its entire account with Maxon, Inc. Maxon also has been named by Switlik Parachute Co., Trenton, for an institutional campaign. Lewis-Howe Co., St. Louis, appoints Roche, Williams & Cunnyngham, New York office, for Tums, and Carter Products, New York, names the same agency to direct "Inner Sanctum Mysteries" for Carter's Little Liver pills. . Union Bag & Paper Corp., New York, to Kenyon & Eckhardt. . Power Transmission Council to J. M. Hickerson, Inc., New York. . William S. Scull Co. names Compton Advertising, Inc., for Minute Man dehydrated soups and vegetables in its territory. . Mentholatum Co. to J. Walter Thompson Co., effective September 1. Cocilana, Inc., Cough Nips, to Al Paul Lefton Co.

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Magazines

Among 400 magazines, trade papers, farm papers and house organs which ran the American flag on their covers, United States Flag Association has awarded the Cross of Honor to House & Garden. This publication and seven others also won the Patriotic Service Cross in the competition, which was judged by 17 artists headed by Vaughn Flannery. The group winners were Harper's Bazaar, Time, This Week, Infantry Journal, Modern Industry, Nylic Review of New York Life Insurance Co., and Merck Report of Merck & Co.

Look will increase rates and circulation guarantee, to 2,000,000, with the January 26, 1943, issue. . . Country Gentleman raises its price to ten cents a copy, 75 cents a year. . . Country Gentleman, Ladies Home Journal and Saturday Evening Post reduce their advertising rate protection period from six to three months. . Crowell-Collier Publishing Co. issues a booklet on "The Story Industry Has to Tell," in wartime. . With Peter Vischer, editor and publisher, called back into the Army, Country Life will suspend, "unless adequate arrangements can be made to replace him. . before October 1." . . . Puck-the Comic Weekly reports a gain of 19.7% in advertising in the first half of 1942 from the same period of 1941. . . Newsweek says that its June advertising revenue was the highest of any month in its history.

McCall's is delivering by the hundreds of thousands consumer pledges from its readers to Leon Henderson, OPA Administrator, of cooperation under wartime price restrictions. . . Fawcett Women's Group releases a 40-page booklet on "Victory Food Lessons," by Pauline Rawley, food and household editor. . . American Weekly recently carried a page article on "Ads That Don't Try to 'Sell You'", pointing out that information and not "high-pressure salesmanship" predominate today.

Street & Smith Publications open a West Coast advertising office, at Hollywood, under Ted Magee, formerly Hollywood editor of Charm, which will represent both Charm and Mademoiselle. . . Beulah France, registered nurse, is appointed editorial and advertising director of American Baby, New York. . A. J. Russell, retail advertising manager of the New Yorker, joins the Army Air Force. . Miss Beatrice Judelle assumes the publicity duties, at McCall's and Redbook, of Pierce Fredericks, now with the Navy.

Newspaper News

Bureau of Advertising, American Newspaper Publishers Association, summarizes figures compiled by Media Records and Publishers Information Bureau on "Expenditures of National Advertisers in Newspapers, Magazines, Farm Journals and Chain Radio" in 1941. Included are 1,170 advertisers who spent \$25,000 or more in any one of the four media. . . . General Motors led in the four media combined, followed by Procter & Gamble, General Foods, Lever Bros., Colgate-Palmolive-Peet, Reynolds Tobacco, Chrysler, Liggett & Myers, Sterling Products and Ford. . . In newspapers alone the top ten were G. M., Chrysler, Reynolds, P. & G., Lever, Liggett & Myers, Colgate-Palmolive-Peet, Ford, Schenley and Coca-

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pend-ENT Findings of Advertising Research Foundation in the Continuing Study of Newspaper Reading are cited by Bureau of Advertising in a book titled "Advertising Goes to War," which indicate that readership of both display advertising and editorial material, by both men and women, has increased since Pearl Harbor. Some 200 advertisements are reproduced, to illustrate 30 specific uses of wartime advertising.

Lee W. Maxwell, formerly president of Crowell-Collier Publishing Co., has joined Parade Publication, Inc., New York, as vice-president. . . Harry F. Decker, advertising manager of Barron's, national financial weekly, joins the Army Air Corps. . . William Ellyson, Jr., advertising manager of the Richmond Times-Dispatch and the Richmond News Leader, has been elected president of the Newspaper Advertising Executives Association. Executives Association.



Lee W. Maxwell, from Crowell-Collier, is now v.p. of Parade Publications, Inc.

Wm. Ellyson, Jr., Richmond Times-Dispatch and News Leader a.m., elected NAEA president.



American Association of Advertising Agencies issues Vol. XI-a of "Market and Newspaper Statistics," dealing with 64 cities of more than 100,000 population in this country and Canada in which newspapers were audited to September 30 and December 31, 1941.

American Press Association absorbs Greater Weeklies, a newspaper representa-tive service headed by Roy Clippinger.

Chicago Tribune introduces an award to be made each month to a man or woman factory employe in the Chicago area for a "notable contribution to the war effort."

Winner will be determined by a committee of educators and business men there.

CBS has succeeded both in providing more complete coverage for advertisers and more business for all its 116 affiliated sta-

tions under a new 15% full network discount rate, which goes into effect on July 15. At this writing, seven advertisers have taken advantage of it, on behalf of 11 shows. Reynolds Tobacco, for example, adds shows. Reynolds Tobacco, for example, adds ten stations for one show, 35 for another; Philip Morris adds 14 and 43 stations; Chesterfield adds 15 stations; Coca-Cola adds seven and Armstrong Cork ten. Wrig-ley signs up for 39, 45 and 47 additional stations on three different shows, and Lever Bros. starts a new show on the full 116-station list station list.

Mutual Broadcasting System reports that its billings in the first half rose 79% from the first half of 1941, to \$5,335,103, and were up more than 24% in June, to \$665,372. New Mutual shareholders are WFBR, Baltimore, WCAE, Pittsburgh, and WGR, Buffalo. In addition United Broad-casting Co. (WHK-WCLE, Cleveland, and WHKC, Columbus) is increasing its shares. Other Mutual stockholders are WOR, New York; WGN, Chicago; Don Lee Broadcasting System, on the West Coast; Yankee Network, New England; CKLW, Detroit-Windsor, and WKRC, Cincinnati.

Blue Network signs Ford Motor Co., sponsoring Earl Godwin newscaster, over 107 stations, seven nights a week.

Night listening in May, says Cooperative Analysis of Broadcasting, declined to 27 from 27.4 in May, 1941. Day listening in the same period was down from 15 to 14.4. . . C. E. Hooper, Inc., continues to report increased listening in the gasolinerationed East, as compared with the Middle West

Columbia Pacific Network announces that its quarter-hour periods of regional network business in the first half of 1942 to-taled 49% more than in the first half of last year. . . Blue Network finds that the average number of stations used by its commercial sponsors increased from 31 in February, 1936, to 70 in February, 1942. . . NBC introduces a window display, to be used in stores of various cities, on the work of its reporters.

James M. Seward is named director of operations of CBS, assuming most of the

SALES MANAGER WANTED

Gowing concern seven years old—located Central Illinois. Al rating doing over one half million dollars worth of business annually.

Product sells to farmers. Every farmer an annual prospect. Sales manager wanted who can train farm salesmen, district managers; write forceful letters; prepare circulars. This is a full sales management job. Real opportunity for self starter and producer. In reply, include salary expected, age, nationality, height, weight, dependents, schooling, past business connections; and tell us what you have done; also recent snapshot. Write in strict confidence to Box 1015, Sales Management, 386 Fourth Ave., New York.

duties of Lawrence W. Lowman, vice-president in charge of operations, now in the Army. . . Beverly M. Middleton is now sales manager of WABC, New York. . . Arthur Hungerford, business manager of NBC television, joins the Navy. . . Haan

IT'S ABOUT TIME IN BW YORK

TIME, always valuable, is now more precious than ever. Save time by staying at The McAlpin. Its ideal midtown location is right where it's most convenient for business or pleasure.

Rooms with private bath

SAVE

TIME

STAY

Single from

*3.30

Double from

4.95

FROM PENN. STATION.

TO TIMES SQUARE.

B. & O. Motor Coaches Stop at our Door.

HOTEL

BROADWAY AT 34th ST. NEW YORK

Under KNOTT Management John J. Woelfle, Manager

WHAT MAGAZINE STANDS HIGHEST AMONG PROSPEROUS FARM FAMILIES?

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE ... 2,600,000

JULY 15, 1942



PROVES

ITS

SELLING POWER

IN THE

SMALL TOWN MARKET



GEM OFTHE

GULF COAST

18 MINUTES FROM BILOXI Championship sporting golf course. Most delicious meals of the Gulf Coast. Fishing, boating, hotel dock. Luxurious unique surroundings. American or European. Ideal winter and summer resort. Write. Gulf Hills Hotel, Ocean Springs, Miss.

THE GULF HILLS **Bungalow Hotels**

ANIMATE YOUR STATISTICS

The Pictographs designed by the Chartmakers, Inc., and feetured in Sales Management show how effective statistics become when treated pictorially. The huge popularity of the S. M. Pictographs is proof that statistics treated graphically by the Chartmakers, Inc. capture new life and hold the casual reader's attention. Get that same reader acceptance for your charts by calling PL 8-0450.

THE CHARTMAKERS, INC. 480 LEXINGTON AVE., N.Y.



PHOTOSTAT PRINTS

Photostate reproductions only 12c, letter size; (in quantities still less).
Strengthen sales promotions with prints of testimonial letters, orders, etc.
For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc. 165 Broadway; 1 East 42nd Street COrtland 7-4836

J. Tyler, formerly commercial manager of KSFO, San Francisco, joins Weed & Co., at Los Angeles, in charge of West Coast sales. . . Ted Oberfelder is appointed sales promotion director of WCAU, Philadel-phia, replacing Joseph T. Connolly, now with the Name

with the Navy

with the Navy.

Station WOR, New York, had new business sales in June 65% ahead of June, 1941. . . WHN, New York, becomes the first radio station to receive an Army award, "in recognition of the meritorious efforts of its staff to provide entertainment and to promote morale of the officers and men at Fort Hancock." Presentation was to be made during the regular airing of men at Fort Hancock." Presentation was to be made during the regular airing of the "You Tell 'em, Soldier" quiz program on July 15. . KVOD, Denver, increases its power to 5,000 watts, day and night... CKTB, St. Catherines, Ont., appoints Joseph Hershey McGillvra national advertising representative in the United States.

Business Papers

McGraw-Hill sends to supervisory workers in the aircraft industry the first issue of Wings, a 36-page monthly magazine published in the interest of increased aircraft production, at the request of Army and Navy flying divisions and the Bureau of Aeronautics. Wings carries no advertising . . . Factory, a McGraw-Hill publication, will publish its second annual National Production Issue in August. . . Due to cancellation at Government request of housewares and china and glass shows, scheduled to have been held in Atlantic City this month, House Furnishing Review and Crockery & Glass Journal, Haire publica-tions, have provided buyers with a survey of products they would have seen at these shows. . . Hotel Management, an Ahrens publication. devotes its annual "typical publication, devotes its annual "ty hotel" issue to the Detroit Statler. Radio Daily published a 96-page edition on July 7, devoted to "Shows of Tomor-

Motion Picture Devotes Month's Income to Navy

The entire newsstand revenue from the August issue of Motion Picture, a Faw cett publication, is being turned over to the Navy Relief Society. This issue is ex-pected to net more than \$16,000 for this

With the entire Navy Relief quota for magazines set at \$15,000, says W. H. Fawcett, Jr., president of Fawcett Publica-Motion Picture thus exceeds the quota for all of them with one issue.

SALARIED POSITIONS

\$2,500 to \$25,000. This thoroughly organized advertising service of 32 years' recognized standing and reputation, carries on preliminary negotiations for positions of the ealiber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

Calvert Launches Big "Cool" Ad Campaign

Calvert Distillers Corp., New York, has begun the largest advertising drive for July in its history for cooling Summer drinks.

Newspaper insertions, twice a week, are appearing in 85 markets throughout the country. Cartoon copy shows, for example, a man frozen in a cake of ice. A bystander remarks, "Ingenious, old boy—but I get the same effect from a luscious Calvert whiskey Collins."

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Double-spread, full-color ads in two weeklies, plus full-color smaller space in 14 other consumer magazines features four cool beverages: Collins, planter's punch, Calvert and cola, and

highball.

Outdoor posters are running in 65 major markets, and transportation advertising in many states.

Agency: Lennen & Mitchell, New York.

Retail Forum

(Continued from page 37)

On rents, the forum is compiling terms and other data about percentage leases all over the country, and explaining the basis for rent adjustments on straight leases.

In advertising, the forum advises a policy that has met with a good reception in Los Angeles, where large stores make price secondary, and put emphasis on the need for buying lasting

quality.

In addition to a scarcity of experienced salespeople there are rapid changes in merchandise that make it necessary to train even the veterans. Merchants are employing older people, as well as very young people, to make good their losses of personnel, but they need more information and self-selling devices from manufacturers.

Progress is also being made by merchants in pooling deliveries, both of their own goods to consumers, and in merchandise ordered from jobbers and

manufacturers.

The first step is to make a plan that takes in competitors as well as concerns in non-competitive lines, then put it in writing, and submit it to the Office of Defense Transportation. If competitors refuse to cooperate, the facts must be given. The plan must have no price, sales promotion or other extraneous features, but be a straight delivery pooling plan. ODT passes on such plans from the tire saving angle, will approve if they accomplish that purpose. Such approval relieves the participators of anti-trust law prosecu-

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED . ADVERTISING AGENTS

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Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

The New Dominion. Virginia has been the subject matter for no end of books, but we doubt that it has ever inspired a book as unique as this market study of the Old Dominion State. It differs par-ticularly from most works of its kind in the breadth of its perspective, which em-braces not merely the community of the newspapers that authored it but the entire state. Prepared by the Richmond Times-Dispatch and the News-Leader, it does a thorough job of evaluating state-wide sell-ing opportunities and showing the efficiency of the state's newspapers in reaching Virginia markets. It's the sort of study a sales manager will pounce on and guard thereafter with rules and threats enjoining its use outside of his office. For his benefit the authors point out that while war spending enhances sellers' opportunities in a market, they should not fail meanwhile to build up reservoirs of post-war buyers by cultivating markets that have inherent vitality. Since war booms are not necessarily connected with elements of stability, the authors, relying on government figures, have gone back to 1939 to study the pohave gone back to 1939 to study the po-tentials of Virginia's markets. Using de-scriptive text, color maps, pie and bar charts, photos, drawings and page after page of statistics, they have set up a series of indices for measuring the state market in its total and sectional aspects, in many instances comparing them on rural and urban as well as national and North-South bases. The book opens with an overall picture of Virginia as a field for sales, which is followed by studies of the state newspaper market, the three major trading areas of Richmond, Hampton Roads and Roanoke, and the four minor areas of Lynchburg, Danville, Harrisonburg and Winchester. In the back of the book are 13 pages of statistics on Virginia's "urban and counties. For copies write to J. L. Ferguson, Sawyer-Ferguson-Walker Co., Lincoln Bldg., New York, N. Y.

America's Proving Ground. A top-quality piece of printing as befits the character of its message, this brochure calls attention to the Palm Beach Area, with its concentration of people of influence, as America's proving ground. It not only gives sales executives a chance to appraise the territory through government statistics and notes on the area's industries—fishing, sugar culture, pineapple growing and cattle raising—but highlights numerous aspects of Palm Beach and West Palm Beach that reflect the affuence of the market. Supplementing these data are montage reproductions of national products that have been advertised in the Palm Beach Post Times, as well as the story on newspaper coverage and ad costs. Copies from W. L. Allen, Palm

Beach Publications, Inc., West Palm Beach,

Hartford, Conn.—Market Factual Information. This booklet has for a sub-title "51st in Population But 1st in Spending." That alone should be enough to command the attention of marketers, but it is only one index in a many-angled analysis of sales possibilities in the normally prosperous and currently booming Hartford area. The survey, based on government facts and figures, runs through 48 pages, which are tab-indexed for ready reference to Hartford City, the Hartford Market, the area's finances and industries, population and homes and retail sales. The retail sales section is broken down to afford the reader a view of Hartford as a market for food, automotive products, apparel, furniture, drugs, miscellaneous products and general merchandise. To demonstrate that Hartford's high average for spending holds up in all types of retail buying a running comparison relates the volume of purchases in each group of retail stores to the national volume. Write to David R. Daniel, Hartford Times, Hartford, Conn.

Teaching Your Brain Child to Walk and Talk. The brain child in question is your advertising copy theme and this deluxe booklet shows how Minute Movies can bring it to life and endow it with attractions to make 45,000,000 theatre-goers stop, look and listen each week. Written and illustrated in a semi-humorous style, the text nonetheless drives home strong arguments on why filmed copy themes are bound to gain a large extra measure of effectiveness. Pointing up this reasoning are stills, with explanatory captions, from Minute Movies that have been made for prominent advertisers, such as Canada Dry and Swift. Besides letting the reader in on the processes by which copy is made to walk and talk and sell, the text goes into detail about costs and coverage with specific references to exclusive showings, routing of pictures and quality of circulation. Write Frank P. Gibbs, General Screen Advertising, Inc., 400 North Michigan Ave., Chicago, Ill.

Business Trends in the Greater Milwaukee Market. A summary of the effects of war on trade activity in Milwaukee as compared with other large markets in the country. Especially interesting for its figures on retail sales and a chart showing Milwaukee the leading big market in the country in sales gains. Copies from Robert K. Drew, The Milwaukee Journal, Milwaukee, Wis.

Profits from Classified Advertising. A 24-page booklet by P. W. Johnson, manager of the Classified Department, Popular Mechanics, who has compressed his experience of more than 25 years in the classified field into a blueprint for success in this type of selling. Copies obtainable from H. C. Briney, Popular Mechanics Magazine, 200 E. Ontario St., Chicago, Ill.

Kimberly-Clark Corp. has just issued a set of four sample kits made up separately of Hyfect and the three grades of Level-coat papers. Each kit contains printed and plain sheets. The former, using borrowed plates from well known advertisements, demonstrates how well these papers take reproductions in black and white and in color from plates not especially made for them, while the latter provides prospective users with a chance to do their own testing. Inquiries to F. L. Blake, Kimberly-Clark Corp., 8 S. Michigan, Chicago, Ill.



What is Cleveland's most convenient hotel?

HOTEL CLEVELAND,
OF COURSE

And where is Hotel Cleveland?

On the Public Square, and connected by covered passage to the Union Terminal and Terminal Garage . . . close to stores, theatres, office buildings, Federal buildings, piers, Public Auditorium, Stadium, sporting events.

Is Hotel Cleveland modern?

Yes, indeed! Most of its rooms have been recently modernized . . . its restaurants are air-conditioned, and one of them, the Bronze Room, has become famous — it always has a "big name" band playing for dancing.

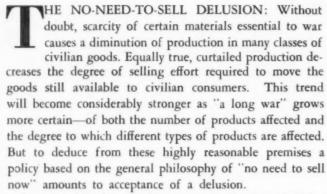
Hotel Cleveland is comfortable, too, and has a cheerful welcome for all who come within its friendly doors. Let us prove our hospitality on your next trip here. We'll enjoy it, and we think you will, too.

HOTEL CLEVELAND

Cleveland, Ohio

COMM

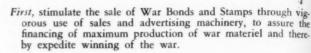
BY RAY BILL



In truth, America now has greater need of good selling than ever—if selling is viewed in its proper light. Selling is not the physical delivery of goods or services. Selling is not the actual sales contract, it being no more than a tangible manifestation that the selling jcb has already been done. Selling properly defined, is a process of conversion of the human mind—a conversion which can be accomplished through any of three major appeals: Material, emotional or intellectual considerations—or some combination of these.

The objective of all selling lies in persuading specific people into wanting specific things badly enough to be willing to pay for them. Sometimes this process requires only minutes, hours, days or weeks, but many times selling can be successfully conducted only in terms of months and years. Think how long it took you to get fully sold on buying your first automobile, your first electric refrigerator, your first radio, your first home. Perhaps you move fast on some things, but surely you move slowly on others. And this trait you have in common with all your fellow Americans. In purely normal times, for instance, it has been no rare incident for a salesman to work on a prospect for two years before selling him a piano.

The point to this preamble comes forth effectively and tangibly in the new "We must win the war, and win the peace" program being fostered by the Meredith Publications, Better Homes & Gardens and Successful Farming. It is a program, moreover, which the sponsors are not seeking to make exclusive to themselves. Nor do they claim it is completely original as to all the ideas involved. Rather it constitutes the spearhead of what might well become a general cooperative movement on the part of the publishing, advertising and sales fraternities. The Meredith program boils down to:



Second, stimulate the sale of War Bonds and Stamps through sales and advertising machinery to siphon off excess purchasing power, estimated at more than 30 billion dollars a year, to safeguard against the catastrophe of inflation and "black markets" which otherwise impend.

Third, stimulate the sale of War Bonds and Stamps through sales and advertising machinery by making people realize that they will be saving to assure ownership of civilian goods in the future, which are not available for current delivery because of war requirements.

Fourth, sell people on what they can save for now in order to own in the future by emphasizing in sales and advertising effort the innumerable new and improved products which will be available to them with the return of peace.

Fifth, sell people through sales and advertising the belief that this whole process merely constitutes instalment buying in reverse, i.e., periodic payment whereby goods are paid for when delivered, as compared with the less conservative practice of getting delivery first and then liquidating debt.

Sixth, use sales and advertising machinery to the ends outlined above to make people constantly conscious of what we are really fighting the war for—to maintain America's high standard of living with its freedom of choice in what we buy and own. This is especially desirable when war requirements force serious reductions in our normal standard of living.

Seventh, use sales and advertising machinery to convince the American people of the fact that our standard of living is chiefly attributable to American business and the American system of free enterprise under which it operates.

Eighth, through sales and advertising effort, make the American people realize that this personal saving-up program is the surest method of maintaining high levels of employment and individual social security when the war ends—viz., the surest way of winning the war and the peace.

Ninth, through sales and advertising effort, induce people to allot each Bond and Stamp purchase of today to their own individual ownership of a particular pre-selected product.

Tenth, give support to paid-for sales and advertising efforts fostering the objectives enumerated above with a liberal quantity of editorial pictures and text in the magazines and newspapers plus its equivalent on the air.

Here surely is a rounded selling program for any concern driven out of the civilian goods field by war demands. Here is a program which gives an incontrovertible answer to those who would shelve or part-time sales executives and salesmen because physical deliveries cannot be made currently, as well as to those who would omit or curtail advertising for the same reason. Here surely is a broad, sound, highly American program which should cover the "no-need-to-sell" advocates with dejection and a full realization of their own delusion.